BOARD MINUTES FY 1976

DATE HELD	TIME	WHERE
Aug. 6, 1975	4:00 p.m.	Chancellor's Conference Room Harbor Campus UM/Boston
Sept. 3, 1975	2:00 p.m.	Campus Center, Room 1009 UM/ Amherst
Sept. 11, 1975 (Special Meeting)	5:00 p.m.	Chancellor's Conference Room Harbor Campus UM/Boston
Oct. 1, 1975	2:00 p.m.	Faculty Conference Room UM/Worcester
Nov. 5, 1975	2:00 p.m.	Chancellor's Conference Room UM/Boston
Dec. 3, 1975	2:00 p.m.	Campus Center, Room 1009 UM/Amherst
Feb. 4, 1976	2:00 p.m.	Faculty Conference Room Medical Sciences Bldg UM/Worcester
Mar. 3, 1976	2:00 p.m.	Chancellor's Conference Room UM/Boston
Apr. 7, 1976	3:00 p.m.	The University Library UM/Amherst
May 5, 1976	1:00 p.m.	21st Floor Conference Room 1 Ashburton Place, Boston
June 2, 1976	2:00 p.m.	21st Floor Conference Room 1 Ashburton Place, Boston
June 14, 1976 (Reconvened Meeting)	9:30 a.m.	Chancellor's Conference Room UM/Boston
June 21, 1976 (Reconvened Meeting)	2:00 p.m.	Chancellor's Conference Room UM/Boston
June 28, 1976 (Reconvened Meeting)	2:30 p.m.	Chancellor's Conference Room UM/Boston
Aug. 4, 1976	2:00 p.m.	Chancellor's Conference Room UM/Boston
Sept. 8, 1976	2:00 p.m.	Chancellor's Conference Room UM/Boston

BOARD MINUTES

DATE HELD	TIME	WHERE
Oct. 6, 1976	2:00 p.m.	Faculty Conference Room Medical Sciences Bldg. UM/Worcester
Nov. 3, 1976	2:00 p.m.	Auditorium/Memorial Hall UM/Amherst
Dec. 1, 1976	1:30 p.m.	Chancellor's Conference Room Administration Building Harbor Campus, UM/Boston
Feb. 2, 1977	2:00 p.m.	Chancellor's Conference Room Administration Building Harbor Campus, UM/Boston
Mar. 2, 1977	10:00 a.m.	Whitmore Administration and Memorial Hall UM/Amherst
Apr. 6, 1977	2:00 p.m.	Faculty Conference Room Medical Sciences Building UM/Worcester
May 4, 1977	11:00 a.m.	Chancellor's Conference Room Administration Building Harbor Campus, UM/Boston
May 18, 1977 (Special)	10:00 a.m.	Fourteenth Floor Conference Room One Washington Mall Boston, Massachusetts
June 1, 1977	2:00 p.m.	Chancellor's Conference Room Administration Building Harbor Campus, UM/Boston
June 23, 1977 (Special)	11:00 a.m.	Fourteenth Floor Conference Room One Washington Mall Boston, Massachusetts

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

August 6, 1975; 4:00 p.m.
Chancellor's Conference Room
Harbor Campus
University of Massachusetts/Boston

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Abrams, Carlson, Clark, Croce, Eddy, Gordon, Knowles, O'Keefe, Robertson, Rothenburger, Rowland, Snowden, Spiller, Troy, Winthrop; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder; Ms. Judd, Ms. Rasmussen

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Ms. Stack, Graduate Student Representative; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Baxter, Director of Budget and Control; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Mr. Cathey, Controller; Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Wheeler, Chairman of the Department of Surgery and Hospital Chief of Staff

Guests: Dr. Francis Chlapowski and Dr. Charles Regan, UM/Worcester Faculty members; Ms. Annette Guttenberg, UM/Amherst student; Mr. Michael Parkhurst, Student Legal Services, UM/Amherst

The provisions of Chapter 626 of the Acts of 1958 having been complied with and a quorum of the Board of Trustees present and acting throughout, the meeting was called to order at 4:20 p.m. The first item of business was the consideration of the minutes of the previous meeting. Upon a motion made and seconded, it was

Consideration of Minutes of Previous Meeting

VOTED: To approve the minutes of the meeting of June 4, 1975.

Chairman Healey recognized the President. President Wood turned to the matter of the University budget, explaining that he had testified that morning before hearings of the House Ways &

President's Remarks

Budget Hearings Before House Ways & Means

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Means Committee, along with Secretary Parks and the Chancellors. Among his remarks, he said, was that the $118.3 million FY 1976 budget authorized by the Trustees at their October 1974 meeting had been an honest budget which served the University's real needs. In mid-1974, he said, it was expected that the Commonwealth's budget deficit would be in the neighborhood of $30 million. A year later, the fiscal condition of the State had changed. Before the House Committee, said the President, he had stated that although a $109 million budget was to be preferred, he was prepared to ask the Trustees for a budget of $103.6 million.

The President described this budget as a standstill proposal which he was proposing reluctantly. The University could live with it for a year, but it would be necessary to come back and recoup its losses next year. He said House 1 was a punitive, irrational proposal which would necessitate the layoff of 500 employees, the suspension of aid to 1000 students, and the possible closing of the University's field stations or of academic programs.

At this time, the President called on Trustee Carlson, Chairman of the Trustee Budget Committee. Trustee Carlson informed the Trustees that his committee had worked closely with the President's office and the Chancellors in trying to determine what budget levels were feasible for the minimal operation of the University. He confirmed the statement of the President that the $118 million budget request approved by the Trustees had been responsible in the conditions as they were understood in October 1974.

At the committee's June meeting, it had been stated that a budget of $109 million, in view of the Commonwealth's fiscal condition, would be needed to meet the mandatory commitment to cover inflationary costs and fixed costs. The figure of $103.6 million, however, would allow the meeting of the cost of authorized personnel, would meet the cost of statutory mandated step increases, and would allow the maintenance of the library acquisition program and financial aid programs. It would not cover, however, any new positions nor any inflationary increases in nonpersonnel accounts such as fuel, nor professional or faculty salary increases. This and all other expenses would have to be met by internal reallocations and transfers, and might entail adjustments of academic programs on all campuses. He then moved that the Trustees approve the budget reduction.

Opening of University Hospital

President Wood next informed the Trustees of the second part of his testimony, which had concerned the University hospital at UM/Worcester. It had been revealed, he said, that House 1 failed to make any provision for the hospital, and it had become clear from an exchange between Acting Dean Butcher and the Chairman of the Committee that the lack of an appropriation would postpone the hospital opening for at least a year or, in Dean Butcher's phrase, "scuttle the hospital." At the same time, said the

TRUSTEE

President, Secretary Parks had proposed at this critical time the establishment of a Health Maintenance Organization at the hospital. The President called on Trustee Robertson for a statement on this subject.

Statement of Trustee Robertson

Trustee Robertson observed that ten years of planning and a $130-million investment had gone into the development of the medical center. He said the Medical School had acquired a high-quality faculty from all around the country and the world, and added that there was in the medical community of central Massachusetts an acknowledged necessity for a first-class medical school. He said he had consulted the administrators of each of the four major Worcester hospitals and they were uniformly against the pre-paid medical plan (HMO) as detrimental to the medical profession of central Massachusetts. It was the view of these administrators, he added, that:

1. a teaching hospital was essential to a high-quality medical school;

2. such a hospital should have tertiary care as a prime purpose;

3. a hospital is needed for the area's total health care delivery system;

4. the hospital and medical school will lose its most qualified faculty if the hospital continues to be a political football; and

5. the hospital should be opened, as planned, as soon as possible.

Trustee Robertson continued that the Comprehensive Health Planning Council of Central Massachusetts had expressed firm opposition to Secretary Parks's proposal, calling it "disastrous" and a direct violation of agreed-upon policy because an HMO would create a surplus of hospital beds for ordinary care at the University hospital and conflict with its role as a referral center. Among the effects would be an exodus of the Medical School's most competent faculty, which would reduce the school to mediocrity.

Trustee Robertson said the proposal for a hospital had been studied and approved by a host of individuals and committees over a period of ten years. To delay would adversely affect the quality of education in the short and long term, and it would be fiscally irresponsible, in light of the investment made by the Commonwealth, to keep the facility from productive use. He said it would cost $1.5 million to keep the hospital idle for the remainder of the fiscal year, and he described the hospital as the only state educational facility that would generate significant revenue and be self-sustaining in four years.

He laid great stress on the costs in lost faculty and lost opportunity for recruiting other, needed faculty members if the hospital is jeopardized. If this happens, he said, it will trend the Medical School toward mediocrity which, he said, would certainly be against the wishes of the Governor, the Secretary of Educational Affairs, the Legislature, and the citizens of the Commonwealth.

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Statement of Trustee Gordon

Chairman Healey recognized Trustee Gordon. Trustee Gordon pointed out that the Board of Trustees had been involved with the planning for the Medical School and University hospital for many years. He said it was distressing that members of the Legislature did not realize that House 1 included no recommendation for the University hospital. He observed that the Medical School and University hospital were an "inescapable reality" which the executive and legislative branches, as well as citizens, should come to terms with. A great investment has been made in the medical center, he said. Further, he pointed out that a search was under way for a new Dean/Chancellor of the school, and he said he did not see how anybody could take this job with the present cloud hanging over the hospital.

Speaking of the budget as a whole, Trustee Gordon said that it began with campus requests totalling $130 million, which had been pared down by careful study and work by all parties concerned. House 1 represented a $40 million cut from the original campus requests. The request for a University budget of $103 million and a University hospital budget of $5.5 million, he observed, represented more than 20 percent cuts from the original requests. In conclusion, he said, he would vote reluctantly for this adjusted request in order to get the work of the medical center moving.

Statement of Trustee Croce

Trustee Croce expressed his strong support for Trustee Robertson's statement. He said the Medical School had weathered a major crisis early in its development when the previous administration had said it would take "another hard look" at building it, and he said it is at another crisis with the endangering of the University hospital. Without the hospital, he said, the University of Massachusetts Medical School would be a second-rate institution.

The Chairman called for action on the motion, and it was seconded and

VOTED: To reduce the University of Massachusetts FY 1976 budget request from $118.3 million to $103.6 million and to reduce the University hospital request from $7.8 million to $5.5 million.

Tuition

The President next turned to the matter of tuition. He observed that legislative leaders had called for a reconsideration of the rate of tuition. These and other calls, he said, were responsible, and he said he had discussed the possibilities of

raising tuition with members of the Board of Trustees and with colleagues in public higher education. He described himself as a "low tuition or no tuition" person by philosophy, committed to access to public higher education. He added that he recognized the fiscal problems faced by private higher education. At the same time, however, he said that no tuition increase by public higher education could resolve the fiscal crisis of the state or fund the University. He would continue the discussions with members of public and private segments of higher education and said he hoped it could be resolved after the resolution of the current budget issue. A further report would be made to the Board, he said, at the September meeting.

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Implementation of Hay Associates Report

The President then reminded the Trustees of their actions on June 4 and June 25 in mandating certain management and organization changes in the University as recommended by the consultant firm of Hay Associates. He said the association with Hay would continue for the further study of compensation and personnel schedules. He reported that, at the direction of the Trustees, the Advisory Committee on Job Content Measurement had been formed, members had been appointed and the process of measuring job content for professional, nonacademic staff had begun. He also revealed the formation of the Organization Design Review Committee to advise the President on matters of organization and structure. He said the composition of the committee had been approved by the Board of Trustees on June 25 and added that it would begin work as soon as its Chairman, Father Michael Walsh, returned from Ireland. Trustees Spiller and Robertson, aided by Secretary Hardy, had agreed to serve on this Committee.

Continuing his report, the President informed the members of the Board that Father Walsh had assumed the leadership of the search for the new Vice President for Management. The President mentioned also that Coopers & Lybrand would be completing their report soon on ways to strengthen the University's internal audit and control mechanism.

President Wood observed that, although he was aware of faculty concern about the process of administrative and management reorganization, it was his view that this was an area which did not have an impact on governance or academic matters. Perceptions, however, were real in themselves, he said, and he stressed that there would therefore be the widest possible dissemination and communication with campus groups in the months to come. He recalled his statement last September to the Board that this was a hard time for faculty: they were being pressed by legislatively-mandated contact hour requirements, merit increases had been suspended, and they were being subjected to a new wave of anti-intellectualism which was sweeping the country. In addition, he said, they were hit with the change, in a short period of time, from a period of affluence to a period of austerity.

TRUSTEE

For these reasons, said the President, he would encourage a high level of communication with governing bodies on the part of the Trustees and his staff in coming months on the directions being taken in the reorganization process. He said he would also encourage the continued active participation of the faculty representative in Board activities and would encourage frequent formal and informal meetings between faculty, Trustees, and members of the central administration.

UM/Amherst--
School of
Education

President Wood turned next to the School of Education. He informed the members of the Board that they had reports in their folders of the Faculty Senate Review Committee and the Visiting Committee for the School of Education. He said he would be making further reports, as soon as the internal and external audits and legal activity were completed. At this point he called on Vice President Lynton to describe some of the highlights of the committee reports.

Mr. Lynton observed that both committee reports were reassuring as to the basic strength of the School of Education, citing generally first-rate and vigorous faculty and students, the national eminence which the school had achieved in a short time, and the commitment to reexamine basic educational assumptions. Both committees also examined doctoral dissertations and found that the School on the whole maintained standards which belie accusations of a "diploma mill."

Amid these strongly supportive statements, however, both reports were critical of the organization and governance of the school, and called for major changes. There appeared to be significant confusion and overlap in the programmatic "cluster" system which would bear rectification. There existed also considerable confusion between academic organization and governance, as well as between roles of students, faculty, and administration. The Visiting Committee recommended that a group be formed in the coming academic year to study the future role of the School of Education within the University and the Commonwealth. He observed that Chancellor Bromery had begun to take steps to implement some of the recommendations of the two reports.

Continuing his remarks, Mr. Lynton informed the Trustees that the studies found the attitude that the ends justify the means seemed to prevail in the administration of grants and contracts, as well as the idea that existing procedures and policies merely serve to inhibit unorthodox programs and activities. However, the School often bypassed these procedures, rather than trying to change them. In most cases, he said, this was done to achieve wothwhile goals, but it resulted in expenditures which, upon audit, were likely to be disallowed by the grantor. He cited, as an example, the use of funds intended for travel or honoraria in the grant budget as a way of providing financial aid to needy students. There was also considerable sloppiness in such procedures as the authorization of signatures, the documentation of expenses and the like. These oversights added up to poor judgment and poor management, he said.

TRUSTEE

Mr. Lynton made the point that in such a situation actual misuse of funds was a clear danger. It was fortunate, however, that although substantial grant and contract funds were handled by the School over the past several years, only a small fraction was actually misused. Of course, he added, any misuse is intolerable. He recalled that substantial changes in the management of grants and contracts had been implemented upon recommendations of Treasurer Johnson, which had been approved by the Board in April, and said that detailed and complete recommendations of Coopers & Lybrand would be submitted to the Finance Committee later in August.

UM/Worcester--Dean/Chancellor Search

President Wood next told the members of the Board that he had received the final report of the Search Committee for a new Dean/Chancellor of the Medical School. He indicated the difficulty, as described earlier by Trustees Robertson and Gordon, of carrying out this process while the University hospital has again been thrown into question. He said he wished to express, however, his deep appreciation and respect for the work of the Committee. In many years in academic life, he said, he had seldom encountered a search process conducted more professionally, creatively, thoroughly, or imaginatively. He thanked each member of the Committee, especially its Chairman, Dr. Karl Hittelman, and its Trustee members, Dr. Croce and Dr. Abrams.

In twenty-three meetings since its formation, he said, the Committee had received 152 nominations. Fifty-two of these candidates had accepted their candidacies and were reviewed by the Committee. Eleven were finally invited for interview. Each of these met for two days with the Executive Faculty and General Faculty, the administration, students, members of the Worcester Hospital Consortium and representatives of the President's office. An average of 40 persons met with each candidate, and group impressions and evaluations were provided to the Committee. He said he was in the process of reviewing the recommendations of the Committee and would make a recommendation to the Board of Trustees as soon as it seemed appropriate to offer an invitation.

Income of the President

The President next reminded the Trustees of his long-standing policy of revealing his outside income from honoraria and stipends, etc. He said he had continued his Trusteeship of the Kettering Foundation of Dayton, Ohio, for which he had been compensated $2500 and he had given a few talks about urban affairs during the year with honoraria totalling $2100. Unfortunately, he said, his author's royalties had dwindled to $427.95.

UM/Boston--Resignation of Vice Chancellor Hamilton

President Wood informed the Board of Trustees of the resignation of William R. Hamilton, Vice Chancellor for Administration and Finance, UM/Boston, who wished to return to teaching. He said that in the near future he would present specific means for bringing about this change to the Committee on Faculty and Educational Policy and the Executive Committee. He asked Vice Chancellor Hamilton for his remarks. Vice Chancellor Hamilton thanked the

Board of Trustees for its continuing support in the construction of the Harbor Campus, and he thanked the President for his support at critical points along the way. Though he was initiating this change with some sadness, he said, he was looking forward to getting back to his first love, the students and the classroom.

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UM/Amherst--Chancellor's Remarks

President Wood next called upon Chancellor Bromery of the Amherst campus. Chancellor Bromery reported that he wished to report on his plans for further changes at the School of Education in the future. He described both the Visiting Committee and Faculty Senate committee reports as balanced, fair, and extremely constructive and said they provided important guidance as to how to proceed to preserve the impressive gains the School of Education has made while, at the same time, modifying those aspects of the School's activities which were justly subject to criticism.

Among his planned actions were: (1) the appointment of a search committee to find a new dean, (2) the appointment of a Task Force on Curricular and Programmatic Organization to develop recommendations for internal academic reorganization, (3) the appointment of a Task Force on Governance to develop recommendations for clearer delineation and separation of areas of faculty responsibility and administrative responsibility, (4) the appointment of a standing committee whose charge would be to evaluate on a continuing basis the innovative programs and processes of the School of Education. The membership of this committee will be drawn from both on campus and off campus. And (5) the appointment of a committee which would be asked to make recommendations concerning fundamental questions of policy with regard to the future, and future direction of, the School of Education.

UM/Boston--Chancellor's Remarks

After Chancellor Bromery's remarks, the President called upon Chancellor Golino of the Boston Campus. Chancellor Golino spoke of his sense of loss at the resignation of Vice Chancellor Hamilton. In his two years as Chancellor, he said, he had found Mr. Hamilton's advice to be a great sense of strength. At the same time, he said, he understood his desire to return to the classroom. He concluded with the statement that Mr. Hamilton's contribution to the Harbor Campus was obvious every day, and he thanked him for his dedication.

UM/Worcester--Acting Dean's Remarks

The President called next on Dr. Butcher, Acting Dean of UM/Worcester. Dr. Butcher reported that the period since the last meeting of the Board had been busy for the Medical School, then and still preparing for the entry of 100 students in the fall as well as for the hoped-for hospital opening. For some reason, he said, despite all the difficulties with the budget and the consequent austerity program, morale at the Medical School was still high. Finally, he said the strong supportive statements of members of the Board for the Medical School and University hospital would serve to maintain that morale.

TRUSTEE

Committee on Long-Range Planning

UM/Amherst--Planning Guidelines

This completed the report of the President, and Chairman Healey called for the reports of the standing committees. The first committee report was that of Trustee Rowland, Chairman of the Long-Range Planning Committee. Trustee Rowland reported that most of the meeting of June 24 had been devoted to a discussion of issues related to graduate education and off-campus programs which arose from the Committee's nine-month effort to develop planning guidelines for the Amherst campus. This discussion, she said, was covered in the minutes of the meeting and will be continued at subsequent meetings of the committee.

UM/Boston--Development Priorities

The next issue, for which the Committee was asking for a vote, was that of a statement of development priorities for the Boston campus. Though this issue was addressed by the Committee in response to the request of the Chancellor and a series of recommendations by the University Assembly growing out of the New Directions Committee report of the Boston campus, the statement of priorities upon which the Trustees were being asked to vote reflect the Long-Range Planning Committee's own view of priorities in the context of University-wide needs and directions.

Recognizing that priorities are a function of order and phasing, the first priority, said Trustee Rowland, was to meet the primary obligation for undergraduate education and to serve the needs of transfer, older and part-time students, as well as to provide diverse programs for the traditional undergraduate student. These needs, she emphasized, must be met through continued growth in enrollment within the guidelines adopted by the Trustees in June 1974.

The next priority, she said, was to attend to the marked deficiency of counseling, financial aid, basic skills, and other support services so crucial to genuine access for low-income and underprepared students.

Thirdly, the Committee viewed the development of graduate programs as appropriate for the campus in attaining full-fledged university status. However, the development of such programs, she stressed, must be gradual, selective, and in full accordance with a campus-wide plan and University-wide priorities and needs.

Chancellor Golino had indicated his agreement with the policy statement, which had also been shared with members of the Multi-campus Planning and Budget Committees.

A motion was made and seconded and it was

VOTED: To commend the serious and important work of the New Directions Committee and the University Assembly of the University of Massachusetts at Boston under the coordination of the Chancellor, and:

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8-6-75

UNIVERSITY OF MASSACHUSETTS

TRUSTEE

While welcoming the continued development and evaluation of their recommendations for campus policy and programs, to adopt the following policy statement (Doc. T75-167) on priorities for the University of Massachusetts at Boston:

Throughout its brief history, the University of Massachusetts at Boston has attempted to respond to a variety of often conflicting ideas with regard to programmatic direction, admissions policies and resource allocations. Curent fiscal constraints make it clear that these conflicts cannot be resolved by pursuing an ever-widening agenda of commitments. Hard choices will have to be made with regard to the use of increasingly limited resources. In this context and with fresh acknowledgement of the continued importance of the University throughout the state and within the Boston urban area the Board of Trustees adopts the following priorities for the University of Massachusetts/Boston:

1) Continued undergraduate growth within the Board of Trustees' June 1974 enrollment guidelines and ceiling in order to ensure:

   a) Broad educational opportunity for the people of metropolitan Boston and adjacent communities;

   b) additional program diversity through the continued growth of Colleges III and IV and development of a range of relevant professional program options;

   c) maximum effective use of existing capital investment and consequent decreased costs per student in a time of constrained resources;

   d) an appropriate commitment to part-time and nontraditional students, including development of an extended day program.

2) Effective and increased access not only through program growth and diversification but through active recruitment, and adequate counseling, testing, support services, basic skills programs and financial aid.

3) Gradual development of selected graduate programs consistent with the achievement of priorities 1 and 2 and within the context of an approved campus-wide plan and University-wide priorities and needs.

Committee on Faculty and Educational Policy

Tenure Appointments (Docs. T75-151, T75-152)

The Chairman called next on the Chairman of the Committee on Faculty and Educational Policy, Trustee Troy. Trustee Troy reported that the first item of business at the meeting of June 18 had been several late Tenure Appointments at UM/Amherst and UM/Boston (Docs. T75-151, T75-152). A total of nine appointments were to have been considered, and Mr. Lynton had explained that various delays of an administrative nature had prevented these appointments from coming to the Board in June. The Committee had entered executive session to discuss the cases specifically, and

after executive session had voted to recommend them to the full Board. A motion was made and seconded, and it was

TRUSTEE

VOTED: To concur with the President's appointments to tenure at the University of Massachusetts at Amherst, as set forth in Doc. T75-151.

VOTED: To concur with the President's appointments to tenure at the University of Massachusetts at Boston, as set forth in Doc. T75-152.

Trustee Knowles abstained from the UM/Boston tenure vote.

Tenure Grievance Procedure

Trustee Troy next reported that Professor Gagnon, Faculty Representative from UM/Boston, had expressed the concern of some UM/Boston faculty members about the rights of faculty members who have been denied tenure by the President despite favorable recommendations from the campus at all levels to appeal to the Committee on Faculty and Educational Policy for a review of their cases. It was pointed out that, since the Board had delegated the final power to grant tenure to the President, the Committee now limits its appeal consideration to a review of the full written record after an appellant has gone through the various channels of campus appeal. It was also emphasized that the Committee's actions will be limited to either a request that the President reconsider or a decision in agreement with his decision. The Committee had also discussed what could properly constitute the full written record, and it was agreed that it should be inclusive rather than narrowly defined.

UM/Worcester--Departmental Organization

The Committee, said Trustee Troy, next heard a progress report on the proposed departmental organization of the Medical School from Acting Dean Butcher. The aim of the process was to seek new principles of organization for the medical school departments, and to replace some of the fragmented structures of recent years with a more inclusive system of departments. It had been observed that, as in the arts and sciences, it is necessary to strike a balance between too much fragmentation and too much consolidation.

UM/Worcester--Establishment of a Department of Anesthesiology (Doc. T75-150)

The Committee then heard a request for the Establishment of a Department of Anesthesiology at UM/Worcester (Doc. T75-150). Trustee Troy said that Dr. Wheeler had explained that Anesthesiology is a separate department in most medical schools because of its very heavy responsibilities. He had also pointed out that it would be extremely difficult to recruit top-quality people to staff such a discipline were it not a department. Upon a motion made and seconded, it was

VOTED: To establish a Department of Anesthesiology at the University of Massachusetts at Worcester, as set forth in Doc. T75-150.

8-6-75

UM/Worcester--
New Appointment
with Tenure
(Doc. T75-149)
TRUSTEE

UNIVERSITY OF MASSACHUSETTS

Trustee Troy directed the Board's attention to the proposed New Appointment with Tenure at UM/Worcester (Doc. T75-159). Drs. Wheeler and Butcher had spoken very highly of the qualifications of Dr. Michael d'Arcy Stanton-Hicks, who was recommended for the position of Professor of Anesthesiology. They observed that he had been the unanimous choice of the Executive Committee of the faculty. A motion was made and seconded, and it was

VOTED: To concur with the President's appointment of Dr. Michael d'Arcy Stanton-Hicks as Professor of Anesthesiology with tenure at the University of Massachusetts at Worcester, as set forth in Doc. T75-149.

UM/Amherst--
Establishment of
a Department of
Professional Preparation in Physical Education
and Dance
(Doc. T75-143)

Two proposals for reorganization within the School of Physical Education at UM/Amherst had then been considered. These proposals involved the creation of two departments, and constituted part of an ongoing organization within the School of Physical Education. The first was the Establishment of a Department of Professional Preparation in Physical Education and Dance (Doc. T75-143). Trustee Rowland reminded Trustee Troy of her request two years ago, when she had suggested that the program of dance properly belongs among the performing and visual arts, not in the School of Physical Education. She understood that Vice President Lynton had tried to reach her on this matter--"to sooth" her. Trustee Troy expressed his agreement, but stated he did not have the power to do this. Mr. Lynton took the opportunity to publicly "sooth" and assure Trustee Rowland that active plans were under way to transfer the dance program into the Music Department, and said the present rearrangement of existing dpeartments would not inhibit this process.

The President suggested that Acting Provost Alfange could add further information on this point. Mr. Alfange reported that he had signed a memorandum provisionally transferring the study of dance to the Department of Music--which then would be redesignated the Department of Music and Dance--to become effective next year. He had also signed a memorandum, he said, authorizing the transfer at that time of the faculty of Dance from the School of Physical Education to the Faculty of Humanities and Fine Arts. However, he explained, the changing of the names of two departments must go through the mechanics of the Faculty Senate and ultimately be presented to the Board of Trustees. This, Mr. Alfange said, he hoped would be completed for next year.

Chairman Healey asked if Professor Wilkinson, Faculty Representative of UM/Amherst, would commit the faculty to this change. Professor Wilkinson informed the Trustees that he served on the Academic Matters Council of the Faculty Senate and that the dance transfer was first on the Council's agenda for its September meeting. Once the change was made at that level, he said, the matter could come to the Board in October. A motion was made, seconded, and it was

TRUSTEE

VOTED: To establish a Department of Professional Preparation in Physical Education and Dance at the University of Massachusetts at Amherst, as set forth in Doc. T75-143.

Trustees Rowland and Gordon abstained from the vote.

UM/Amherst--Establishment of a Department of Sports Studies (Doc. T75-142)

The second, related vote was for the proposed Establishment of a Department of Sports Studies (Doc. T75-142). Upon motion made and seconded, it was

VOTED: To establish a Department of Sports Studies at the University of Massachusetts at Amherst, as set forth in Doc. T75-142.

UM/Amherst--Terminal Extension of MBA Program in Greece (Doc. T75-146)

Trustee Troy next reminded the Trustees that they had created, more than a year earlier, an MBA program in cooperation with Pierce College in Athens, Greece. After consideration this year, it had been recommended that the program be granted a terminal extension, since the size of the program did not justify the amount of faculty and administrative time devoted to it. Trustee Troy read the vote for a Terminal Extension of the MBA Program in Greece (Doc. T75-142). A motion was made and seconded, and it was

VOTED: To grant a terminal extension to the "Memorandum of Agreement: Pierce College (Athens, Greece) and the University of Massachusetts (Amherst)", (Doc. T74-039) through August 31, 1976 as set forth in Doc. T75-146.

UM/Amherst--University Without Walls (Doc. T75-147)

Mr. Lynton had next spoken, said Trustee Troy, on a proposal to continue the program known as the University Without Walls at UM/Amherst (Doc. T75-147). The program had been initially created for a period of three years with the understanding that it would be reviewed by the Faculty Senate. The review had taken place, and the Faculty Senate had voted a one-year extension for which it was now asking Board approval. A motion was made, seconded, and it was

VOTED: To extend the mandate of operation of the University Without Walls through June 1976 as set forth in Doc. T75-147.

UM/Amherst--New Appointment with Tenure (Doc. T75-148)

Trustee Troy turned to a proposed New Appointment with Tenure at UM/Amherst (Doc. T75-148). Dr. Thomas Gold, said Trustee Troy, was a scientist of very great distinction in the field of astronomy and physics. A member of both the National Academy of Science and the Royal Society of Great Britain, Dr. Gold would join the University faculty in 1977 under the arrangement proposed. Trustee Troy moved the vote, which was seconded, and it was

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VOTED: To concur with the President's appointment of Dr. Thomas Gold as Professor of Physics and Astronomy with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T75-148.

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UM/Amherst--Establishment of a Department of Communications Disorders in the School of Health Sciences (Doc. T75-141)

Trustee Troy's last item was that of the proposed Establishment of the Department of Communications Disorders in the School of Health Sciences at UM/Amherst (Doc. T75-141). He described this as a transfer of an existing program which nonetheless required Board approval since it involved the designation of a department. Trustee Troy moved the vote.

Trustee Gordon raised the issue of excessive proliferation of departments, and asked whether this program actually needed to be a full-fledged department. Acting Provost Alfange explained that the need to reorganize the School of Physical Education arose out of the necessity of abolishing the former distinction between men's and women's physical education. The area of Sports Studies, which Trustee Gordon had specifically pointed to in his question, was composed of psychologists, sociologists, and historians whose concentration focused on the study of the major impact which athletics has had on the United States.

In the case of Communications Disorders, now a part of the School of Communications, it was felt that the program did not fit well into a school primarily concerned with such things as mass communications. As to the question of why it was a department by itself, Mr. Alfange said that it was specialized enough to warrant separate status in the School of Health Sciences.

Trustee Gordon said he hoped that hard looks would be taken to ensure that a few faculty members would not too easily get together and form their own enclave. Trustee Troy said he believed the reorganization that Mr. Alfange had mentioned constituted such a hard look, and he said that he believed that "if you are going to have a School of Physical Education, you must have departments."

The motion was seconded, and it was

VOTED: To establish a Department of Communications Disorders in the School of Health Sciences at the University of Massachusetts at Amherst, as set forth in Doc. T75-141.

Committee on Buildings and Grounds

UM/Amherst--Delegation of Authority for Access to Mount Lincoln (Doc. T75-158)

Chairman Healey called upon Trustee Knowles to report for the Committee on Buildings and Grounds. Trustee Knowles reported that the Committee had first discussed, at its meeting of June 24, a proposed Delegation of Authority for Access to Mount Lincoln (Doc. T75-158). A motion was made and seconded, and it was

VOTED: To authorize the Chancellor of the Amherst campus, in his discretion, or those designated by

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him, to prepare the necessary instruments to authorize governmental agencies to enter upon the land of the University at Mount Lincoln in Hampshire County for the purpose of installing and maintaining receiving and/or transmitting electronic equipment; further, that the Treasurer of the University be empowered and authorized to execute all instruments for and in behalf of the Trustees of the University in furtherance of these matters.

UM/Amherst--Revised Motor Vehicle Regulations (Doc. T75-155)

The next order of business had been the Revised Motor Vehicle Regulations at UM/Amherst (Doc. T75-155). These changes were minor, said Trustee Knowles, and they included a reduction in penalty fees for some offenses and a greater control over parking lots. A motion was made, seconded and

VOTED: To approve the Motor Vehicle Rules and Regulations, UM/Amherst, as set forth in Doc. T75-155.

UM/Amherst--Marine Science Station at Hodgkins Cove (Doc. T75-157)

Mr. Littlefield had then reviewed the proposed purchase of the Marine Science Station at Hodgkins Cove (Doc. T75-157). Treasurer Johnson had described the history of the acquisition of the station, and had explained that much legal work needed to be done before the purchase could be completed. After a motion, which was duly seconded, it was

VOTED: That Treasurer Kenneth W. Johnson be empowered to obtain an appraisal or appraisals and to purchase on behalf of the University the premises consisting of the land and buildings in Gloucester, Essex County, Massachusetts, and known as the Marine Station, Hodgkins Cove, Gloucester, Massachusetts. Said premises shall be purchased from the present owner, University of Massachusetts Foundation, Inc. The purchase price shall be the balance of the outstanding mortgage owed to the present mortgagee, the Union National Bank of Lowell, as of the date of taking title.

The Treasurer shall be further authorized to take such further action as is necessary to complete the purchase.

UM/Amherst--Parking at Marine Science Station (Doc. T75-156)

A related item of business having to do with the Marine Science Station was the Request to the Board of Trustees by the Gloucester Community Development Corporation for Permission to Use Part of the Marine Station, Gloucester, Property for Overflow Parking (Doc. T75-156). A motion was made and seconded, and it was

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VOTED: To recommend to the University of Massachusetts Foundation that permission be given to the Gloucester Community Development Corporation to allow the parking of automobiles of those in attendance at alternate educational activities of the Corporation as given in Trustee Document T75-156 with the reservations recorded therein.

UM/Worcester--Parking Garage

Trustee Knowles next reported that there had been a long discussion of the parking garage proposal for UM/Worcester. Mr. George Pumphret, chairman of the University of Massachusetts Building Authority, and presented the problems of financing the project. The Authority wished to ensure that the garage, once built, would be self-liquidating. The Committee had taken a vote, but to allow for a review of the wording of the vote and of current debt service projections, the vote would not be put before the Trustees at this time.

UM/Boston--Schematic/Preliminary Revised Drawings for Building 120 (Doc. T75-159)

The next item, said Trustee Knowles, had been discussion of Schematic/Preliminary Revised Drawings for Building 120 at UM/Boston (Doc. T75-159). After a description of some of the details of the drawings, Trustee Knowles moved the vote taken by the Committee. After a second, it was

VOTED: To approve the preliminary plans for Building 120 (Gymnasium) at University of Massachusetts/Boston dated June 12, 1975 (Doc. T75-159) and authorize preparation of working drawings including contract documents required for the construction of the foundation and other necessary sitework for the project. This approval is based upon assurance by the Architect to the Bureau of Building Construction that the total construction cost of the building and associated outside landscaping and athletic facilities will be within the available funds of Eight Million Dollars ($8,000,000).

Kennedy Library

Trustee Knowles then observed that a recent statement of the Kennedy Corporation eliminating the Amherst campus from consideration as a site for the Kennedy Library provided the opportunity for the Trustees to take a position on the matter. Accordingly the Committee had voted to support the President and the Chancellor in their negotiations with the Kennedy Corporation. A motion was made, seconded, and it was

VOTED: To support President Wood and Chancellor Golino in their continuing efforts to bring the Kennedy Library complex to the UM/Boston Harbor Campus.

The Committee had then heard informational reports on a variety of matters related to physical planning which were set

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forth in detail in the Committee minutes. The last item the Committee had discussed was the matter of building names. Trustee Knowles concluded her report by asking that the Chancellors of UM/Amherst and UM/Boston respond to the request of the Committee in September.

Building Names

Chairman Healey thanked Trustee Knowles, and asked her then to report to the Board in her capacity as delegate to the Board of Higher Education. Trustee Knowles reported that the BHE had established a permanent advisory committee, at its June 20 meeting, to advise the Chancellor and the Board of proposed legislation relative to financing of private higher education.

Report of Delegate to Board of Higher Education

The Board had voted to grant Stage II program Approval to the University of Massachusetts at Boston, College IV, BA in Management. The Four-Year Academic Advisory Committee had reported that it had looked favorably upon "all aspects of this very carefully documented Stage II proposal."

The Board had also decided to table for one month the Collegiate Authority Committee's recommendations regarding the University's long-range plans and timetable for the implementation of new degree programs at both graduate and undergraduate levels for UM/Boston.

Trustee Knowles reported that the BHE had met again on July 18, and had granted Stage II Program Approval for the proposed major degree in Environmental Sciences at UM/Amherst and the proposed major degree in Black Studies at UM/Boston. The BHE had decided that both long-range plans and implementation of proposals at UM/Boston, which had been tabled at the June meeting, would not be considered until September.

The BHE had also instructed at this meeting that the report of the Budget and Capital Outlay Committee expressing concern over the maintenance budgets recommended by the Governor in House 1 for the University and the BHE, as well as the attempt to politicize higher education by shifting the responsibility for educational policy-making to the Secretary of Educational Affairs, be presented at the Joint Education Committee hearings on July 21.

The BHE had also appointed Dr. Leroy Keith, Associate Vice President for University Policy of the University, to the position of Interim Chancellor of Higher Education.

Chairman Healey next introduced a matter requested by Trustee O'Keefe to be on the agenda. Trustee O'Keefe read for the record the following letter:

UM/Amherst--Legal Services Office

Dear Sirs:

We are General Counsel to the Bill of Rights Foundation. The Foundation has undertaken to provide assistance to students at the Amherst campus

who are seeking authority for the student attorneys to represent students in civil litigation with the University and students who may be accused of crimes.

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We received a copy of Mr. Searson's memo to you, dated July 7, 1975, concerning this topic. The purpose of this letter is not to argue with Mr. Searson's legal conclusions, although we disagree with many of them. The purpose of this letter is to call to your attention what appears to be a mistaken assumption underlying Mr. Searson's position. That assumption is that the student attorneys are paid with University money. In reality, the attorneys are paid with students' money, derived from a tax which the students impose upon themselves through a duly constituted student government. We hope you will agree that this fact - apparently over-looked by Mr. Searson - entitles the students to much greater deference in prescribing the range of legal services than if the funds came from taxpayers' pockets.

Thank you for your consideration.

Very truly yours,

Herbert Jordan

After reading the letter, Trustee O'Keefe

MOVED: That the Legal Services Office not be precluded from representing students in criminal matters or suing the University.

The motion was seconded. Trustee O'Keefe asked Mr. Michael Parkhurst, head of Legal Services, to address the Board. Mr. Parkhurst said that this matter had been unresolved for nearly a year, and that any delay would be an abuse of the students' good faith efforts to resolve the issue. Trustee Eddy asked whether this matter had been received by the appropriate Committee of the Board, and Secretary Hardy explained that it had been proposed as a motion at the joint June meeting of the Committees on Budget and Finance. It had first been raised before the Committee on Student Affairs, but no action had been taken at that meeting pending a legal opinion from Counsel Searson.

Trustee Carlson suggested that, since the matter had not been substantively reviewed by the Committee on Student Affairs before being brought to the Board, and since the legal questions had now been resolved, that the matter go back to the Committee on Student Affairs before the Board be asked to vote on it. Trustee O'Keefe indicated that this course would be acceptable, and

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Chairman Healey suggested that a special meeting of the Committee on Student Affairs be scheduled for sometime before the September Board meeting, so that the recommendation of the Committee on Student Affairs could be placed on the agenda of the next Board meeting. No vote was taken on Trustee O'Keefe's motion.

Authorization of the Treasurer to Use the University Seal

The next item of business was the proposed authorization of the Treasurer to use the University Seal. At the Chairman's request, President Wood explained that this authorization grew out of the closing of the Office of Liaison Service, which had been previously authorized to use the seal. Accordingly it was moved, seconded, and

VOTED: To authorize the Treasurer of the University to keep and employ an official University seal as required from time to time for the certification of Federal grant applications and other documents of a routine nature which do not require personal certification by the President or the Secretary of the University.

Faculty Statement on Hay Report

Chairman Healey next recognized Professor Wilkinson to make a statement. Professor Wilkinson stated that his remarks were in behalf of both the Rules Committee of the Faculty Senate at UM/Amherst and the Steering Committee of the Assembly of UM/Boston. He wished to preface his remarks, he said, with an expression of appreciation for the President's statement earlier in the meeting that he would take steps to ensure the fullest dissemination of information on the campuses with regard to the implementation of the Hay Report. He expressed the concern, however, that the basic decision to implement the Hay Report had already been made. He said that the faculties disagreed thoroughly with the President's statement that the Hay Report did not have implications for governance.

At this time, Professor Wilkinson read the following statement:

"The Rules Committee of the UMass/Amherst Faculty Senate and the Steering Committee of the UMass/Boston Assembly wish to note that the Hay Associates study raises very major issues, the resolution of which can be critical for the structure and functioning of the entire University, and accordingly urge the President and the Board of Trustees to allow campus governance units a reasonable opportunity (as provided in the Governance Document) to formulate and express their views on these issues before any further action on the study's recommendations is placed on the agenda of the Board or of its Committees."

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8-6-75

UM/Amherst--
Statement of Students on University Budget

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Chairman Healey next recognized Trustee O'Keefe, who called upon Ms. Annette Guttenberg to make a statement with respect to the University Budget. Her statement expressed student opposition to any cut in the budget and any increase in the tuition. She reported that a liaison committee had been created, composed of students from all segments of public higher education, to resist political and economic pressure on students. Students, she said, are the group most affected by decisions made by Trustees, and she said they will not stand passively by and see their educations weakened and their lives diminished.

There was no further business after this statement, and the Chairman declared the meeting adjourned at 6:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

September 3, 1975; 2:00 p.m.
Campus Center, Room 1009
University of Massachusetts/Amherst

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Carlson, Croce, Eddy, Dennis, O'Keefe, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Snowden, Troy, Weldon; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Ms. Judd and Ms. Rasmussen, Office of the Secretary; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Gartenberg, Budget Director; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President; Mr. White, Assistant to the President; Mr. Cahill, Staff Assistant for Student Affairs; Mr. Lewis, Staff Assistant for Budget Office

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Provost; Mr. Gulko, Budget Director; Mr. Melley, Director of Public Affairs; Professor Wilkinson, Faculty Representative; Ms. Stack, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Provost; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher

Approval of Minutes of Previous Meeting

The provisions of Chapter 626 of the Acts of 1958 having been complied with and a quorum of the Board of Trustees present and acting throughout, the meeting was called to order at 2:15 p.m. The minutes of the previous meeting were presented. Upon a motion made and seconded, it was

VOTED: To approve the minutes of the meeting of August 6, 1975.

New Trustees Welcomed

Chairman Healey began the meeting by welcoming the two new Trustees, Mr. Daniel Dennis and Professor Ruth Morgenthau. Both expressed their pleasure at joining the Board. The Chairman then asked the Secretary to prepare an appropriate resolution and invite both Mr. Haigis and Mrs. Knowles, the two outgoing Trustees, to the October meeting of the Board in order to express in a formal way the appreciation of the Board for their many years of service to the University.

The Chairman next asked for and received the concurrence of the Board in the appointment of Trustee Spiller as Chairman of

Appointments of Trustees Spiller and Troy

the Committee on Buildings and Grounds and Trustee Troy as Delegate to the Board of Higher Education. Following these remarks the Chairman called upon the President for his report.

TRUSTEE
President's Remarks

University Budget

Tuition

President Wood opened his agenda with the subject of the University budget. He reminded the Trustees that the University was operating on a month-by-month interim budget and the capacity of the University to continue operation during this time turns on the early resolution of the request for critical need expenditures and positions. He described it as one of the more difficult issues that the University has faced. He said he would be speaking to the faculty about the situation in a meeting with the Amherst campus Faculty Senate on September 4. Second, President Wood observed that the Board has begun active consideration of the issue of tuition for each of the campuses. He said he would provide the Board with factual and empirical material on the basis of which he would make a recommendation as quickly as possible.

Resignation of Vice President Edelman

President Wood expressed regret at the departure of Peter Edelman, Vice President for University Policy, to assume the position of Director of Youth Affairs for the State of New York. He commended Mr. Edelman for his important services to the University and wished him luck in his new post.

President Wood next mentioned the hope that there would soon be resolution of the issue of funding for the University hospital. He said he would bring before the Board, by procedure determined by the Executive Committee, the conclusions of the Search Committee and the recommendation for the new Dean/Chancellor of UM/Worcester soon after the budget problems are resolved. The President then called on Chancellor Bromery of the Amherst campus.

UM/Amherst--Chancellor's Remarks

Chancellor Bromery informed the Trustees that classes for the fall semester had begun with an enrollment of 23,350 FTE, the number planned and budgeted for under the original budget request of $118 million approved by the Trustees. This had caused some difficulties, he said, but the campus was doing its best to reduce the inconvenience this had caused to students. He also reported that the student government and the faculty had cooperated with the administration over the summer in examining budget information in an effort to make budget decisions. He added the hope that this cooperation would continue.

Chancellor Bromery told the Board that the administration had had an exit interview with the internal auditors of the School of Education. He reported that all the changes recommended by the auditors had been made or would soon be made, and that some had been made as a result of recommendations of the Treasurer's internal audit staff some time earlier.

UM/Boston--Chancellor's Remarks

Chairman Healey next called upon Chancellor Golino of the Boston campus. Chancellor Golino reported on the opening of the new College of Professional Studies. A convocation was to be

held by the faculty and Dean of the College to celebrate the opening, he said, and the Trustees had been invited. Trustee Carlson was to be the keynote speaker at this convocation, he said.

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He also reported that the Harbor Campus had opened and that it was experiencing some of the same difficulties as the Amherst campus. He said that 2400 new students had been admitted at the freshmen and other levels from a pool of 8400 applicants, the largest that the Boston campus has ever had. He added that if the campus knew what it could rely on for a budget, it could undertake the kind of rational planning necessary.

UM/Worcester--Acting Dean's Remarks

Chairman Healey next called on Acting Dean Butcher, who reported the appearance for the first time of a full class of 100 students, bringing the total enrollment to 230. He also alluded to the difficulty of program planning without an annual budget.

Executive Committee

Lease of 100 Arlington Street to Boston Schools

Turning to the reports of the standing committees, the Chairman reported for the Executive Committee. The only matter to be voted upon by the Committee had been a proposal to authorize the Chancellor of the Boston campus to negotiate and execute an agreement for the leasing of floors three through eight of 100 Arlington Street to the Boston School Department as the temporary home for Madison Park High School. Seven hundred students would be housed in the building, while the balance of the fifteen hundred would be housed at the Sawyer Building on Columbus Avenue.

Trustee Snowden remarked that this was an important move in contributing to the fulfillment of that part of the court order to the Boston schools requiring the schools to mount innovative and creative education. She said she was happy about this action. Upon motion made and seconded, it was

VOTED: To authorize the Chancellor of the University of Massachusetts at Boston, or his designee, to negotiate an agreement with the City of Boston, or its designee, whereby for a period of time not extending beyond June 30, 1976, the third, fourth, fifth, sixth, seventh, and eighth floors of the University's facility at 100 Arlington Street, Boston may be occupied and utilized by the temporary Madison Park High School for the education of approximately seven hundred students in return for a payment for expenses attributable to the City of Boston's use of said facility. Further, that the Chancellor of the University of Massachusetts at Boston, after consultation with the President, be empowered and authorized to execute an agreement on behalf of the University upon successful completion of said negotiations.

9-3-75

Committee on Finance

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Investment Portfolio

General Liability and Malpractice Insurance

UM/Worcester--University of Massachusetts Teaching Hospital Proposed Rate Book, Cardiovascular Medicine (Doc. T76-001)

UNIVERSITY OF MASSACHUSETTS

The Chairman next called on Trustee Robertson to report for Chairman Gordon on the Committee on Finance. Mr. Robertson's first item was the matter of the University's investment policy. Mr. John Wood of Standish, Ayer & Wood and his associate, Mr. John Wilkins, had discussed the University's investment policy and proposed some investment guidelines, which the members of the Committee accepted. It had been the feeling at the meeting that the Committee should review the University's investment guidelines annually.

Mr. Robertson turned next to General Liability Insurance. Mr. Joseph Albert, the University's insurance consultant, had reported on progress made in securing malpractice insurance for UM/Worcester personnel other than physicians, as well as on the subject of general liability insurance. It had been the sense of the Committee, he said, that malpractice insurance must be obtained by the time the hospital opens in December, and in view of the fact that outpatient clinics were open at present, it was felt that such insurance is needed immediately for employees involved in those activities.

Trustee Abrams asked whether personnel in public health hospitals in the Commonwealth were insured for malpractice. He was informed by Treasurer Johnson that they were not covered and that they rely instead on the sovereign immunity of the Commonwealth. Acting Dean Butcher stated that the hospital was in a different position from other public institutions of the Commonwealth, and said the Medical School had already had difficulty placing students in hospitals because they did not have malpractice coverage. Mr. Searson explained that state institutions as such could be protected under the doctrine of sovereign immunity, but that individuals may not be. Furthermore, he said, the Supreme Judicial Court had indicated its intent to abolish sovereign immunity as an absolute defense. There was no further discussion, and upon motion made and seconded, it was

VOTED: That the insurance premiums for the General Liability Insurance coverage already authorized be paid after approval of the terms of the policy by the Office of the General Counsel.

Trustee Robertson reported next on a proposed Addition to University of Massachusetts Teaching Hospital Proposed Rate Book, Cardiovascular Medicine (Doc. T76-001). A motion was made and seconded, and it was

VOTED: To approve the physician's fees and hospital charges as set forth in Doc. T76-001 and to incorporate same in Doc. T75-050A, said amended document to be redesignated Doc. T75-050B.

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9-3-75

UM/Boston--
Negotiations with
Northeastern Uni-
versity

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Trustee Robertson proceeded to a proposed Authorization of UM/Boston to Negotiate with Northeastern University. He said that this negotiation would result in an agreement whereby students enrolled at UM/Boston could take courses at Northeastern University at substantially less expense to the University than would be the case were the University to offer these courses itself. President Wood commended Chancellor Golino for his efforts in bringing about the possibility of this agreement, and commented that it was the first time in his five years as President that a private institution had accepted his standing offer for such inter-institutional cooperation. Chancellor Golino expressed his satisfaction over the proposal, and said it proves that UM/Boston can offer a diverse program of study in cooperation, not competition, with private institutions. A motion was made and seconded, and it was

VOTED: To authorize the administration of the University of Massachusetts at Boston in consultation with the President's Office to commence the negotiation of contractual relationships with Northeastern University whereby students enrolled in the Management Program in the College of Professional Studies at UMass/Boston will be entitled to enroll in courses offered by the College of Business Administration at Northeastern University. Further, that this authorization be subject to the following conditions:

(1) The program shall be limited to advanced elective courses not offered by UMass/Boston and to eligible students;

(2) The contractual amount to be paid by the University to Northeastern for each course enrollment shall not exceed the respective credit hour cost paid by a full-time day student in the undergraduate program in the College of Business Administration, of Northeastern University, as shall be specified in the contract;

(3) The experimental program established by the aforesaid contracts shall be for a period not to exceed three years and not to commence prior to the fall semester of 1976. The program will be independently evaluated by each institution at the conclusion of the stated period.

(4) All contracts shall be subject to the availability of funds; a minimum level of $20,000 and not to exceed $40,000 shall be included in the University's Fiscal Year 1977 Budget request to fund the operation of the program during the 1976-1977 academic year.

(5) All contracts shall be subject to review by the General Counsel to the University, and approval by the Board of Trustees.

TRUSTEE
UM/Amherst--Horseback Riding Trust Fund and Fee (Doc. T76-002)

Trustee Robertson reported next on a proposal to establish a Horseback Riding Trust Fund and Fee at UM/Amherst (Doc. T76-002). This was a voluntary fee for those students who wished to make use of this recreational activity at the Amherst campus. After motion made and seconded, it was

VOTED: That a voluntary thirty dollar ($30) per semester fee be established for students participating in the horseback riding program at the University of Massachusetts at Amherst as set forth in Trustee Document T76-002; further, that said fees shall be deposited in the Horseback Riding Trust Fund.

VOTED: To authorize the Treasurer of the University to establish in accordance with University policy a Horseback Riding Trust Fund at the University of Massachusetts at Amherst for the deposit of fees collected from students participating in the horseback riding program; further, that expenditures from said trust fund shall be for the purposes set forth in Trustee Document T76-002.

UM/Amherst--Graduate Program Fee

The next item on the Finance Committee agenda had been a proposal to raise the Graduate Program Fee at UM/Amherst from $10 to $50. Trustee O'Keefe asked why, when classes were being canceled and teaching assistants laid off, it was necessary to raise this fee. At the President's request, Mr. Alfange explained that this fee was not paid by active graduate students but by those who maintain their enrollment without actively pursuing their studies. He added that its purpose is not to acquire revenue but to encourage such students to complete their studies instead of just occupying a space. Ms. Stack observed that this matter had not been considered by the Graduate Student Senate and said she believed the recent reduction of the time limit on the doctoral degree from nine to six years and the master degree limit from six to four years should have been an adequate measure to discourage such delays. A motion was made, seconded, and it was

VOTED: That effective January 1, 1976, the Graduate Program Fee, UM/Amherst, be and hereby is established at a rate of $50 per semester.

Trustee O'Keefe cast a negative vote.

UM/Amherst--Audits, Reports on School of Education

Trustee Robertson turned next to the Audits and Reports on the School of Education, UM/Amherst. He said that the accounting firm of Coopers & Lybrand had made a presentation on Phases I and II of the outside audit, and a presentation had also been made

TRUSTEE

on the audit made by the Treasurer's Office. All this material had been made available to the Legislative, Executive and judicial branches of State Government, as well as to the press following the meeting. The President had remarked that the work had been made more difficult because of restrictions on pertinent data by law enforcement agencies. The studies had shown that there had been some misuse of funds, but much less than suggested by some press reports. Even small misuse, said Trustee Robertson, was of course unacceptable, and changes in the system of controls of grants and contracts had been implemented.

Trustee Robertson said that Coopers & Lybrand had reported that an ends-justifies-the-means attitude had apparently prevailed at the School of Education whereby generally worthy goals had been sought by questionable, if not illegal, methods. Phase I of the audit had pointed up the great need for a Vice President for Management, at the system level, and a Vice Chancellor for Administration and Finance at the campus level. Chairman Gordon had stressed at the meeting, said Trustee Robertson, that these audits were only the beginning, not the end, and that the Finance Committee would continue to exercise their stewardship role in the financial health of the institution.

President Wood spoke briefly on the School of Education, pointing out what serious damage can be done to a public university by even a small case of wrong-doing, misfeasance or malfeasance. The attention accorded these activities at the School of Education is unfortunate and he said he believed that the University as a whole had suffered. He added that he had asked the campuses to review the audits and provide comments on the reports. He said that further evaluation and recommendations for actions would be made to the Trustees. Finally, he said the University must preserve the academic nature of the enterprise, and that he was conscious of the need for completely unfettered scholarly inquiry and the need for flexible use of funds, while organizational, administrative and management changes move forward. He emphasized that such changes would occur in the proper academic context.

As he had stated earlier, Chancellor Bromery reported that he had completed the exit interview with the internal auditors from the Treasurer's office. He reported that the recommendations contained in those audit reports had been implemented and that the campus administration would continue to carry out administrative and procedural changes, so that a recurrence of the School of Education situation would be unlikely in the future.

Ohio Land Sale

Turning to the Ohio Land Sale, Trustee Robertson reported that the Committee had met in executive session to discuss some of the details of a proposed extension of time for the sale to March 1976.

He moved the vote before the Board, which was seconded and

TRUSTEE

VOTED: That the Treasurer of the University be authorized to confirm an extension of time to March 13, 1976 for the buyer to fulfill the contingencies set forth in Real Estate Purchase Agreement, dated August 13, 1973, between the Board of Trustees and Nationwide Development Company (Trustee Doc. T75-085) and to execute in the name of and on behalf of the Trustees a deed or deeds in accordance with said agreement, or as said agreement may be modified after further negotiations by the Treasurer and Nationwide Development Company, after consultation with General Counsel; provided, however, that should the sale of Parcel II be deferred, the purchase price for Parcel I shall be not less than $462,000, and the purchase price for Parcel II shall be the balance of the total purchase price of $1,000,000.

Committee on Faculty and Educational Policy

UM/Amherst, UM/Boston--Appointments with Tenure (Docs. T76-003, T76-004, T76-005)

The next committee report was that of the Committee on Faculty and Educational Policy, made by Chairman Troy. A meeting had been held that morning, said Mr. Troy, to discuss several Appointments with Tenure at UM/Amherst and UM/Boston (Docs. T76-003, T76-004, T76-005). Trustee Troy described the credentials of each of the individuals in some detail, and asked that the Trustees concur with the President's appointments. Trustee O'Keefe asked whether, with the possibility of a faculty cutback, a freeze on tenure might be desirable. He also asked for comparative figures on the percentage of tenured faculty at the University and other institutions across the country. Vice President Lynton said it was difficult to give such figures accurately at such short notice, but estimated that the average at UM/Amherst was 60 percent and at UM/Boston 50 percent. The national average, he continued, was probably about 60 to 70 percent. As for a freeze on tenure, Mr. Lynton indicated that such an action would be tantamount to abrogating tenure and would prevent qualified younger faculty members from acquiring permanent employment. He said he would be opposed to such a serious action. Trustee Troy added his conviction that the University was very much in line with the national average in such matters. He moved the three votes, which were seconded, and it was

VOTED: To concur with the President's appointment of Dr. Lawrence Foster as Associate Professor of Philosophy with tenure at the University of Massachusetts at Boston, as set forth in Doc. T76-003.

VOTED: To concur with the President's appointment of Dr. Paul S. Rosenkrantz as Professor of Human Growth and Development with tenure at the University of Massachusetts at Boston, as set forth in Doc. T76-004.

VOTED: To concur with the President's appointment of Dr. Sidney Schoeffler as Professor of Marketing with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T76-005.

TRUSTEE

Committee on Student Affairs

UM/Amherst--Legal Services Office

Chairman Healey next called upon Trustee Shaler, Chairman of the Committee on Student Affairs, to report for his committee. Trustee Shaler reported that the Committee had met that morning to discuss a student proposal that the Legal Services Office at UM/Amherst not be precluded from representing students in criminal matters or in suits against the University. He recalled that this matter had been brought up originally at a meeting of the Committee in the early spring, but that no action had been taken on the matter because Counsel Searson had raised legal questions. Counsel Searson had since written a legal opinion, which he had sent to the Board, which said that the University was not obliged to provide such services, but could if it so chose.

Trustee Shaler reported that the students had sent him an excellent memorandum on the subject at his summer home and had asked that he distribute it to the rest of the Committee. Unfortunately, he said, he had not the capacity to duplicate and distribute this item from his summer home. For this reason, he said, other members of the Committee had not had an opportunity to read the document and as a result felt insufficiently informed to act on the item. The issue of expanding the activities of the Legal Services Office therefore had been tabled for further discussion at the Committee's September meeting.

Chairman Healey remarked that he believed the full Board should vote on this matter at the October meeting whether or not the Committee on Student Affairs recommended favorably. He said this was clearly a matter of great concern to the students and said they were entitled to a definitive answer by the Trustees.

There was no further business to come before the Trustees, and the meeting was therefore adjourned at 3:10 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF SPECIAL MEETING OF BOARD OF TRUSTEES

September 11, 1975; 5:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Carlson, Clark, Croce, Dennis, Dukakis, Eddy, Fielding, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Snowden, Spiller, Troy, Weldon, Winthrop; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Ms. Eichel, Assistant Secretary; Ms. Judd and Ms. Rasmussen, Office of the Secretary; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Gartenberg, Budget Director; Ms. Gill, Staff Assistant, Institute for Labor Affairs; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Freeland, Dean of College IV; Mr. Larner, Director of Public Affairs; Professor Marshall, Faculty Representative

UM/Worcester: Acting Dean Butcher; Mr. Cathey, Controller

Guests: Mr. Parks, Secretary of Educational Affairs; Mrs. Bluestone of the Department of Public Health

University Budget

The provisions of Chapter 626 of the Acts of 1958 having been complied with and a quorum of the Board of Trustees present and acting throughout, the meeting was called to order at 5:05 p.m. Chairman Healey explained that this was a special meeting to discuss issues relating to the University budget, and stated that no other matters were properly before the Board. He then called on the President.

President Wood informed the Board that he had asked for the special meeting to consider six votes which would authorize the President to take actions designed to keep the University in operation during the period of the Interim Budget for September and October. He said the University's efforts were now focused almost entirely on meeting payroll obligations so as to keep from closing classes and dormitories. He said that every other account in the University would suffer, and that the necessity for the vote came about in the context of a rapidly changing legislative and administrative situation.

TRUSTEE

The proposals, said the President, were short-term measures:

-- They would be separate from consideration of the full FY 1976 Budget which would hopefully receive action in the House this month and in the Senate next month.

-- They would not relieve the University of the threat to development and program inherent in the proposed Executive Budget recommendation about which he had testified before the House Committee on Ways and Means on August 6.

-- They would allow the meeting of the University payroll in the month of September and, if critical needs are met, would allow the University to remain in operation during the month of October or until a Budget is enacted.

President Wood then described the following circumstances:

-- On the basis of present allotments, he said, the three campuses would run out of money in the personnel account on September 18, 1975.

-- The shortfall in payroll was $1.6 million from September 18 through September 30.

The President described four possible solutions:

1. A request for advance authorization of the October allotments, as was done in August for the September allotments. If this were approved, the immediate cash problem would be postponed.

2. The University's request for critical needs, pending before the Secretary of Administration and Finance, would provide $1.5 million of the total required. Legislation enacted by the Legislature, and signed that day by the Governor, authorized the Trustees to submit the request directly to the House and Senate Ways and Means Committees. The balance of the shortfall could be covered by a transfer of $100,000 from accounts 03 through 16.

3. If the critical needs requests were not approved by September 18, the entire shortfall of $1.6 million could be met by transferring all the sums in the subsidiary accounts. This could cut off laboratory supplies needed in the fall semester and would threaten student jobs.

TRUSTEE

4. The Trustees could authorize the University to suspend temporarily, for the faculty and professional staff, the long-established practice of paying salaries on a weekly basis and pay instead once every two weeks. This would make October 3 the next payday after September 19. General Counsel was of the opinion, said President Wood, that the Trustees had the statutory authority to make this change.

The President reported that the votes before the Board provided for the implementation of the options as contingencies may require, on the understanding that the Board would be kept constantly informed. He stated that these arrangements would allow the University to continue its academic activities, although under severe pressure. Classes would meet, laboratories and the agricultural research and extension services would remain open (although on a curtailed basis) and contractual obligations would be barely met. He said the votes would provide only temporary relief, and added that the final answers could be found only when the full Budget is enacted.

The President next described the proposed votes in greater detail. With respect to the sixth vote, which would authorize the President to initiate legal action if necessary to sustain the fiscal authority of the University, the purpose of the proposed vote was to permit recourse if the state departments delay or fail to honor the necessary transfers. As to the measures as a whole, he said he did not contemplate any other alternatives consistent with the proper management of the University.

Secretary Parks suggested that the first vote, authorizing the President to certify the existence of critical needs, might be properly amended to provide for review by the Budget Committee of the Board during the process, rather than after the fact.

The Chairman called upon Trustee Carlson, Chairman of the Budget Committee, who said the suggestion was a good one, but said that the Budget and Finance Committees had been intimately involved with the preparation of the various modifications before the Trustees. He said further that he was in frequent touch with the President by telephone, and was confident that the Budget Committee would keep fully on top of the rapidly changing situation through Mr. Gartenberg, and that a formal vote to that effect was probably not necessary.

Chairman Healey pointed out that the statute enacted by the Legislature provided that critical needs could be certified by the Board or by an officer designated by it, and he explained that it had been at his insistence that the reporting process be a part of any such delegation of authority. Secretary Parks commented that he believed the appropriate committee of the Board

ought to function in the way he suggested. Chairman Healey said that this amendment to the first vote would acceptable to him.

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Governor Dukakis asked that the budget officers of the three campuses comment further on the critical need positions of their campuses. If these needs were not met, he asked, what would be the consequences? President Wood commented that the list before the Trustees was primarily an academic critical needs list. He explained that the identification of academic needs takes place in the spring, before the budget request is approved. The needs are reviewed first by the Chancellor and then by the President. There had been a position freeze in effect in the University since December--throughout the period during which needs were reviewed--to which exceptions could be made only by the Chancellor, and later only by the President. The present list of critical needs, he said, is in the context of a vacancy rate of more than ten percent for the University.

Governor Dukakis asked what would happen if the vacant positions were not filled. Speaking for the Amherst campus, Chancellor Bromery said that individuals hired to fill vacancies on the list had already signed contracts and had moved their families to Amherst. He said that it would be possible to win a court case if the contracts were to be abrogated on the grounds of unavailability of funds, but that such an act would so seriously damage the University's reputation that it would be difficult to recruit in the future. President Wood added that the impact of such an action on the University's reputation would be comparable to that suffered by the University of California at Berkeley in 1964, for different reasons. The fact that the University was not in national competition, he said, was an important factor.

Secretary Parks asked if it would be possible to tighten up the list in any way. Would it hurt, he said, to knock off, say, one of the assistant professors on the list without having a critical impact? Chancellor Bromery observed that the Amherst campus had accrued about 260 vacancies. Even if the 83 critical positions were to be filled, he said, the campus would still be 122 persons shorter than last year with several hundred more students. He pointed out that the critical need figure of 83 positions was not the recommendation of the departments. A much higher list had been submitted to the Chancellor, and had been pared down considerably. Finally, each position had to be justified to the President.

The President commented that the original list had been based upon the judgment of the academic departments, and had been screened carefully. Every reduction in the list, he said, contradicts their judgment.

Chancellor Bromery said, in answer to the Governor's question about the educational impact on not meeting the needs, that

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at present 5,000 students were unable to get a complete schedule, that is, there were more students enrolled than there were adequate staff to teach them. The approval of the critical needs funds would relieve some of the crowding in some sections, but would not solve the problems of the 5,000. If the University did not receive its critical needs, it would be hard pressed to find the manpower to give these students a full schedule.

Chancellor Golino spoke about the problems of the Boston campus. He said that 30 faculty positions had been held vacant and 60 sections had been kept closed. If the campus did not get the critical needs funds, it would be necessary to close 160 sections and deny 3,000 students places in classes they had sought. Among the professional persons on the critical needs list, said Chancellor Golino, were several extremely important positions. One was the registrar, one was the affirmative action officer, and several were vacancies caused by the allotment of individuals to the Institute for Learning and Teaching so that it could assist in the desegregation of the Boston schools. If the critical needs funds to fill these positions were denied, he said, what morale is left on the Boston campus would be destroyed. He stressed that a University does not function by payroll and budgets alone, but that morale is a vitally necessary factor.

Acting Dean Butcher of the Worcester campus spoke on the needs of the Medical School and hospital. He said there were 150 vacant positions of 482 authorized, and this with 100 new students on the campus, which brings the total enrollment to 233.

Governor Dukakis said he would vote against the proposed vote authorizing the President to take legal action, although he would vote for the other proposed votes. He said that he was concerned that the attitude of the Board was not consistent with the responses which he had been getting from the Board of Trustees of state colleges which, he said, did think they could live within a budget of 90 percent of last year's. We are in a difficult period, he said, and the Commonwealth's fiscal deficit is still huge, in spite of painful cuts in human services. He said he appreciated the problems of the campuses as described by the Chancellors and the Acting Dean, but said that in his view they paled in comparison to the situation of the state mental hospitals.

The Governor said he had signed legislation that day which would make it easier for the University to function, and he said he hoped there would be a full budget soon. But he said he believed that the initiation of legal action was not consistent with the kind of collective effort which all parts of state government must make to cope with a deficit of $700 million. He expressed the hope that his administration could work with the Board of Trustees as it had with other Boards of Trustees, and added that he thought that legal action would alienate the Legislative as well as the Executive branch.

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Chairman Healey said he would be happy on behalf of the Board to withdraw the proposed vote on legal action, and joined with the Governor in the hope that the Board could work with the administration. He said the Board was fully aware of the difficulty of his position. In 16 years on the Board, said Chairman Healey, he could not remember its taking a tougher stand on keeping the University's budget down. He reminded the Governor that the budget request which had come from the campus departments had been $130 million, but that the University's request to the Legislature had been cut to $103 million. The Trustees, he said, were anxious to balance the needs of the Governor and the Commonwealth with their responsibility to safeguard the welfare of the University. He said that he had seen the University move to the top rank nationally in a few years, and stressed that there was much at stake.

President Wood said he wished to clarify that the proposed vote to authorize him to take legal action had not been designed to complicate the Governor's problems. But, he said, there exists in state government major offices with important ministerial functions. These functions, he said, were sometimes interpreted by incumbents of the offices as conferring administrative discretion not allowed by law. He would not object to dispensing with the proposed vote, but warned the Board that administrative actions taken or not taken on the ministerial level might complicate the University's capacity to operate through the interim budget period.

Chairman Healey remarked that if the President should get a negative response, the Board could then reconsider its alternatives, but he agreed with the Governor that the Trustees ought not to anticipate an unfavorable response. The President said he would stand prepared for specific circumstances. There was no further discussion and a motion was made, seconded, and

VOTED: To authorize the President, with the approval of the Budget Committee of the Board of Trustees, to certify the existence of critical needs resulting from budgetary restrictions in the name of and on behalf of the Board of Trustees, and to take any other action relative thereto as he may deem necessary; further, to direct that the President report to the Board of Trustees any action taken hereunder.

VOTED: To ratify the actions of the President on behalf of the University in effecting allotments and transfers between and among subsidiary accounts.

VOTED: To ratify the action of the President on behalf of the University in submitting to the Commissioner of Administration the critical needs vacancies, pursuant to Chapter 530 of the Acts of 1975.

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9-11-75

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UNIVERSITY OF MASSACHUSETTS

VOTED: To authorize the President to transfer into the personnel subsidiary accounts whatever funds he deems necessary from the other subsidiary accounts of the University in order to meet payroll requirements, and to take any other action relative thereto as he may deem necessary; further, to direct that the President report to the Board of Trustees any action taken hereunder.

VOTED: To authorize the President of the University during the interim budget period to take any necessary action to consolidate University payroll periods in order to meet temporary cash flow problems.

There being no further business, the meeting was adjourned at 5:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

OFFICE OF THE SECRETARY
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

September 11, 1975

I hereby waive notice of the special meeting of the Board of Trustees held on September 11, 1975, at Boston, Massachusetts, pursuant to Section 4(a) of the By-Laws of the Board of Trustees.

Robert M Cleaman
Signature

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

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S B

Signature

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Robert D. Gordon JPS

Signature

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

OFFICE OF THE SECRETARY
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

September 11, 1975

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Signature

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

OFFICE OF THE SECRETARY
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

September 11, 1975

I hereby waive notice of the special meeting of the Board of Trustees held on September 11, 1975, at Boston, Massachusetts, pursuant to Section 4(a) of the By-Laws of the Board of Trustees.

John O'Keefe

Signature

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

OFFICE OF THE SECRETARY
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

September 12, 1975

I hereby waive notice of the meeting of the Board of Trustees of the University of Massachusetts held on September 11, 1975, at Boston, Massachusetts, pursuant to Section 4(a) of the By-laws of the Board of Trustees.

Edwin Shearer
Signature

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

October 1, 1975; 2:00 p.m.
Faculty Conference Room
University of Massachusetts/Worcester

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Carlson, Clark, Croce, Dennis, Dukakis, Eddy, Morgenthau, O'Keefe, Robertson, Rothenburger, Rowland, Shearer, Snowden, Spiller, Troy, and Weldon; Mr. Callahan representing Trustee Anrig; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Ms. Judd and Ms. Rasmussen, Office of the Secretary; Mr. Mehegan, recorder

Not Present: Trustees Anrig, Fielding, Gordon, Okin, Shaler, Winthrop

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Cooley, Assistant Vice President for Analytical Studies; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Mr. White, Assistant to the President; Ms. Crosson, Staff Associate for Academic Affairs

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Forsyth, Assistant to the Chancellor; Mr. Melley, Director of Public Affairs; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Professor Broderick, Faculty Representative

UM/Worcester: Acting Dean Butcher; Dr. Smith, Associate Dean for Academic Affairs and Provost; Dr. Wheeler, Chairman of Department of Surgery and Hospital Chief of Staff

Guests: Mr. John Haigis, Former Trustee; Secretary Parks; Mr. Offenberg representing the Board of Higher Education; Mr. Ira Horowitz, Student Legal Services Attorney

Approval of Minutes of Previous Meetings

Chapter 626 of the Acts of 1958 having been complied with and a quorum of the Board of Trustees present and acting throughout, the meeting was called to order at 2:10 p.m. The first order of business was the approval of the minutes of the two previous meetings of the Board, that of September 3 and that of September 11. A motion was made and seconded, and it was

VOTED: To approve the minutes of the meetings of September 3 and September 11.

10-1-75

Resolution of Appreciation for Mr. John Haigis

TRUSTEE

UNIVERSITY OF MASSACHUSETTS

The Chairman informed the Board that it was his great pleasure to read to the Board and present for its adoption two resolutions of appreciation for the services of two former Trustees, Mr. John Haigis and Mrs. Betty Knowles. The Chairman first presented the following resolution.

> When he left the Board last August, John Haigis was the senior Trustee in length of service. Appointed in 1956 to fill the unexpired term of his late father, his interim tenure became nineteen years of truly oustanding service to the University.
>
> An exceptionally able and active Trustee, he served enthusiastically during the greatest period of change and growth in the University's history. He served on the Committee on Buildings and Grounds from 1957 to 1972, and as its Chairman from 1963 on. During this period of his leadership, all of the major expansion of the physical plant of the Amherst campus took place. The conception, design, and creation of both the Boston and Worcester campuses took place in those years, and the sum of capital expenditure during his years of leadership was nearly half a billion dollars.
>
> This is the record, but the intangibles were equally impressive. John always took a deep personal interest in the life of the University and he was known and accessible to many segments of the University community throughout his years of service.
>
> In short, John was the best of Trustees, as those who worked with him in those years will gladly confirm. His was a standard which all present and future Trustees must only hope to match, and for that example, the Board of Trustees herewith expresses its deep gratitude.

This resolution was unanimously adopted amid a standing ovation. President Wood said the University was much in Mr. Haigis's debt and described the resolution as an understatement. The resolution was presented to Mr. Haigis, and he informed the Trustees that he had not been inactive since leaving the Board, but was teaching in the Town of Greenfield. He expressed his thanks to the Board for its expression of appreciation.

Resolution of Appreciation for Mrs. Betty Knowles

First informing the Trustees that former Trustee Knowles was in California and was therefore unable to be at the meeting, Chairman Healey read a proposed resolution for the consideration of the Board.

> During her seven years as Trustee, Betty Knowles contributed in a very special way to the spirit as well as the work of this Board. In addition to her

service on four committees, she was chairman of the Buildings and Grounds Committee for three years and delegate to the Board of Higher Education. She almost never missed a committee meeting or a board meeting, despite the special burdens of commuting many miles from her home.

Betty's outstanding contribution to the University was as an advocate and guardian of its physical environment. An artist in her own right, Betty had an intense and informed concern with both the aesthetics and the functioning of the campuses. When the first buildings were being designed for Columbia Point, she visited the site and helped to select the exterior brick and insisted on the importance of a walkway along the new dike to take advantage of the water's edge. At the Amherst campus she watched over not only new major construction but the ongoing condition of the grass, the path and the pond. She consulted on the interior design and decoration for the Teaching Hospital and Medical School - including an experimental medical mural in one laboratory.

In addition to this deep involvement in the work of the Board, Betty has contributed to its spirit. Her warmth and many kindnesses, her charm and constant good cheer, have made our undertaking both easier and better.

With this resolution the Board expresses its sincere admiration for and gratitude to Betty Knowles for her contributions to the University and to the people of the Commonwealth.

This resolution was also unanimously adopted. At the Chairman's request, Secretary Hardy read the following letter from former Trustee Knowles to the Board.

It has been my privilege and pleasure to serve on the Board of Trustees of the University of Massachusetts for over seven years. I certainly do not need a "croix de guerre" for my services although at times there was a strong suggestion of "war" in some of the meetings. Witness the student riots at the Statler and again at the Boston Howard Johnson's a few years ago. My service to the University is its own reward and no accolade is necessary.

I hope I have left behind a small measure of an increased awareness of the humanities.... whether it is a heightened appreciation of

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architectural forms and relation of same to its environment; or whether it is a further reaching for compatible relationship between the interacting forces of the many personalities in students, faculty and administration.

I am, and will continue to be, exceedingly proud of all of our campuses and seven field stations. Their growth and prowess is truly exceptional. Only coordinating good leadership from all factions could accomplish this.

Unlike the sometimes too long reports of Buildings and Grounds and also those of the Board of Higher Education I would like to conclude this brief report by saying that although it may take five years to get an administration in high gear, it often takes seven years to make a Trustee in a process than can be painful but never dull. Now it is time to leave. I wish you all the very best in your future dedication to the complexities of Higher Education. It deserves your very best!

President's Remarks

University Budget

Addressing the Board at the Chairman's request, President Wood said he hoped someday to focus his primary attention on academic matters, but was again forced to address first the pressing budget problem. The budget bill for the Commonwealth was presently being debated on the House floor, he said, and on Thursday he and the other segments would tesgify before the Senate Ways and Means Committee. He reported the legislative leadership's intention to move quickly once the hearings were completed.

The President reminded the Trustees that he had informed them at the September 11 meeting that certain procedural activities of the Executive Branch threatened the short-run ability of the administration to keep the University open. At that meeting, he said, the Trustees had approved five votes designed to allow the meeting of a prospective shortfall in the payroll accounts. The Board had approved at that meeting a request to the House and Senate Ways and Means Committees for critical needs funds in the amount of $1.4 million. The approval of that request, he said, had allowed the University to meet the payroll of September 26, although the payroll accounts had been out of money.

Another vote, the President recalled, had authorized the transfer of funds from several subsidiary accounts to the payroll accounts. On September 12 the Comptroller of the Commonwealth had been asked to transfer $40,000, which he had not yet done. It was the University's position, of course, that such transfers were authorized under Chapter 75. Counsel Searson had met with Mr. McKinnon, the Comptroller, that morning, but no progress had been made.

UNIVERSITY OF MASSACHUSETTS

TRUSTEE

On September 9, said the President, the University administration had asked for its October allotment under the interim budget early in order to help meet the payroll shortfall. The allotment had not been granted. He recalled that the Board had authorized the consolidation of payroll periods, and reported that, as a result of the lack of action by the Executive branch, 77 senior administrators, including the President and the Chancellors, would have their pay deferred the week of October 3.

The President next reported that Governor Dukakis had appointed a management task force of experienced administrators from the private sector to conduct a 12-week in-depth study of state government. The Governor had emphasized the importance of this study and that he intended to implement its recommendations. President Wood said he welcomed this study, and any informed advice about University operations, but expressed his concern about two aspects of the study. First, he and the other members of the Advisory Commission of the Board of Higher Education believed the task force should contain more adequate representation from the public sector. Second, the Governor had appointed as Chairman of the Review Team for Higher Education Mr. Charles Smith, Vice President for Finance of Boston University. The President said he had a high personal regard for Mr. Smith, but said there was a serious conflict of interest in his appointment, since the President of Boston University had been highly critical of public higher education while seeking a substantial commitment of public funds. Speaking on behalf of the Advisory Commission of the Board of Higher Education, which includes among its members President Fulham of Suffolk University, President Wood said that there should be better representation from the public sector and that someone else besides Mr. Smith should act as Chairman. However, he said he planned to extend complete cooperation to the task force.

UM/Worcester--Statement of Goals (Doc. T76-010)

President Wood pointed out that the Trustees had before them a Statement of Goals for the Medical School (Doc. T76-010), about which Chairman Healey would comment in the report of the Executive Committee. The final report of the Crispell Visiting Committee for the Medical School would soon be available, he said, and observed that these would constitute a major set of documents by which the Trustees could evaluate the program and plans of the Medical School. Having completed his report, the President called on Chancellor Bromery of the Amherst campus.

UM/Amherst--Chancellor's Remarks

Chancellor Bromery described the campus's financial difficulties caused by the Budget problem. First, he observed that the campus was operating on one-twelfth of a percentage of last year's Budget which, he said, did not fit the campus's spending patterns, although the campus was doing its best to live with the constraint. Second, he said the inability to transfer funds caused a payroll shortfall for the current week, but would have its most serious impact in the next several weeks. He said that all

this was in the context of more students and fewer faculty than last year. The Chancellor said he was most concerned with the Commonwealth's accumulated investment in high-quality education, and expressed the fear that if the current fiscal procedures continue, this quality will be damaged.

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UM/Boston--Chancellor's Remarks

Chancellor Golino of the Boston campus spoke next, and reported the Boston campus had 7,473 students by headcount with funds allotted for an enrollment of 6,600 students. In addition to this, he said, 30 positions were being held vacant. He said the campus would continue to cope as best it could with these serious restraints. He reported that the campus is now in the process of planning for the next academic year, when it doesn't even know how it will manage in the immediate future. The worst thing about the present situation, he said, was the uncertainty, which made it extremely difficult to plan. He believed that the quality of the University was very much in jeopardy.

UM/Worcester--Acting Dean's Remarks

Acting Dean Butcher of the Worcester campus echoed the statements of the other Chancellors about the serious difficulties of planning rationally in an educational institution with such budget uncertainties. This, he said, was undoubtedly the greatest problem.

Chairman Healey turned to Trustee Carlson, Chairman of the Budget Committee, for his report. Trustee Carlson reported that the Budget Committee had met six times since April, and throughout this period had been kept fully informed of the budget developments which had taken place in the Executive and Legislative branches of state government. The most recent meeting, said Trustee Carlson, had followed the Board meeting of September 11, when the Committee had voted to concur with the President's certification of critical needs funds and positions.

Trustee Carlson said that at the meeting of September 11 the Governor had made a statement which had not received the attention it deserved. The Governor had remarked that his Administration had received relatively greater cooperation from the Boards of the other segments of higher education than from the Board of the University. In this connection, Trustee Carlson pointed out what he called two salient facts:

1. The Budget recommendation of the Secretary of Educational Affairs had called for a nine percent decrease in the University's actual expenditures for FY 1976 from FY 1975, while it had called for a two percent decrease in the expenditures of the other segments.

2. The Secretary's recommendation for an appropriation was actually an increase of $3.9

million for the other segments over their FY 1975 appropriation, while his recommendation for the University represented a decrease of $3.7 million from the 1975 appropriation.

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Trustee Carlson emphasized that the University was being asked to sustain roughly a $4 million cut so that the other segments could receive a $4 million increase. Given these circumstances, he said, it was relatively easy for the other Boards of Trustees to be cooperative with the recommendations of the Executive branch.

Trustee Carlson next reported on the austerity measures the University had taken voluntarily in recognition of the fiscal plight of the Commonwealth. This effort, which had begun more than a year ago, had consisted of the following measures:

1. A freeze on all vacant positions, except for those certified for by the Chancellors as critical.

2. The deferral of all salary increases associated with promotions.

3. The freezing of all nonpersonnel reserves pending a full assessment of need.

4. A careful review of all budgeted nonpersonnel account spending.

As a result of these actions, said Trustee Carlson, there had been as of April 459 vacant positions, while the total deficiency requirement in the FY 1975 budget had been reduced by 45%. He called this a significant contribution to the reduction of the state's deficit.

Trustee Carlson assured the Governor and the Legislature that the Board and its Budget Committee were fully aware of the fiscal situation of the Commonwealth, and he said the Board was determined to implement steps to minimize the long-term cost of providing high-quality education to students. He then cited excerpts from the minutes of several recent meetings of the Budget Committee in which the Chairman had expressed the belief that the campuses would have to come to grips with a long-term decrease in available resources and that hard decisions about programs would have to be considered and made as soon as possible.

In this connection, said Trustee Carlson, he would like to refer again to the President's briefing paper of September 11 relative to the University's power to transfer between subsidiary accounts; namely, that the University's ability to live within what it believes to be the clear intent of the two interim budgets

is contingent upon the recognition that its authority to transfer funds is not impaired by the language of the two budgets. He said the ability of the University to meet its payroll in this period depends upon its authority to transfer funds, an authority

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denied by the Secretary for Administration and Finance. Trustee Carlson said it was difficult to see what benefit to the Commonwealth's fiscal situation could accrue from such administrative foot-dragging at this late stage, and he urged that these games stop so that the University can get on to the more substantive business of planning for this and ensuing years.

Governor Dukakis asked that the President furnish his office, as soon as possible, information relating to the issue of fund transfers, so that he could discuss it with Secretary Buckley. The President said he would provide the Governor with a chronicle of conversations with the Secretary and a summation of the University's position by 10:00 a.m. the next day (October 2). He said the next two weeks were of critical importance, and that he hoped the Executive Committee would stand ready to meet for a report from the President on the issue of transfers and the ability to meet the payroll, or to determine some other alternative course of action, if necessary.

Chairman Healey noted the Governor's position at the September 11 meeting that the Board should not assume a confrontation through the utilization of the judicial process and asked the Governor if he would object if the Executive Committee acted for the Board in authorizing the use of such means only as a last resort to resolve a deadlock, should that occur. The Governor said he would have no objection to this, on the understanding that the Executive Branch would do its best to resolve the issue. The Chairman said that, in accordance with current practice, all members of the Board were invited to all meetings of the Executive Committee. He asked for the concurrence of the Board in this procedure and there was no objection.

Remarks by Trustee Rowland

Chairman Healey next called on Trustee Rowland, who informed the Board that the Long-Range Planning Committee would meet with the Trustee Advisory Council on the Fine Arts on October 10 at 2:30 at the Campus Center at UM/Amherst for the purpose of hearing their report of past activities and of discussing future plans. She urged all Trustees to attend this meeting.

Report of Executive Committee

Tuition

Chairman Healey gave the report of the Executive Committee, reporting first on its discussion of tuition. A briefing paper had been generated by the Office of the President which the Committee had discussed thoroughly without coming to conclusions. It had been the desire of the Committee that the President provide further information and recommendations both to the Committee and to all the Trustees to allow a free and full discussion of the issue. He said the Executive Committee would expect to make a recommendation to the full Board for action by the December meeting. He encouraged the Trustees to communicate their view on the tuition issue to the Secretary.

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Secretary Parks asked what the process was by which students and faculty could participate in the discussion, and the Chairman replied that the Chancellors would make arrangements for campus-level discussions by students and faculty. Expanding on this point, Chairman Healey observed that he would expect the multi-campus budget and planning committees to be involved as well and added that the campuses would naturally tailor their discussions to their own circumstances in the issue.

Governor Dukakis said a full discussion should include the relationship of tuition to state scholarship aid and Chairman Healey agreed, saying that the Executive Committee had also focused on the extent to which the University could use the power of tuition waivers as financial aid. Secretary Parks proposed the principle that no student should be denied access to the University because of financial need.

UM/Worcester--Statement of Goals (Doc. T76-010)

Chairman Healey reported that the Executive Committee had had an enlightened discussion of the proposed Statement of Goals of the Medical School (Doc. T76-010). Suggestions for only minor changes had been made for the document, which had been composed by the administration and faculty of the School. The Chairman noted that copies had been distributed to members of the Board, and he said he looked forward to a full discussion and, he hoped, adoption of it at the November meeting of the Board. He also remarked that in the Committee's view, the document carried out the original intent of the Trustees in establishing the Medical School: to provide high-quality education and to try to motivate students to enter the field of primary care.

Governor Dukakis remarked that he had read the one-page list of Medical School goals and believed they were excellent. He said he would like to see an ad hoc group assembled, perhaps including Trustees and the Dean, to work with the Commissioners of Public and Mental Health in developing a plan for cooperation between the Medical School and other state health institutions. Acting Dean Butcher replied that the Medical School welcomed such an effort, and said the School already had an in-house task force working to identify the problems of the other state institutions. Mr. Lynton observed that there had been discussions between the University and the Executive Office of Human Services to lay the groundwork for such cooperation.

Honorary Degrees

The Chairman next asked for the approval of the list of Honorary Degree Candidates which had been circulated to all Trustees. Upon motion made and seconded, it was

VOTED: That the Board of Trustees confirm as recipients for Honorary Degrees to be awarded at the UM/Amherst 1976 Commencement those candidates approved in Executive Session of the Board of Trustees of this date and instruct the Chancellor of the campus to proceed with necessary arrangements.

10-1-75

UNIVERSITY OF MASSACHUSETTS

University Medal for Outstanding Service

TRUSTEE

Chairman Healey reported on the Executive Committee's recommendation on the University Medal for Outstanding Service. He said it was fortunate that this person was present at the meeting, and observed that in his eight months as Acting Dean of the Medical School, Dr. Butcher had made as great a contribution to the University as many individuals who had been around for a much longer time. He congratulated Dr. Butcher for his unanimous selection as recipient of the Medal. Dr. Butcher replied that he had never been so surprised in his life and said he wished to thank the Trustees from the bottom of his heart. The Chairman called for the concurrence of the Board and, upon a motion made and seconded, it was

VOTED: That, in commendation of his many and distinguished contributions to the University of Massachusetts, the Board of Trustees award the University Medal for Outstanding Service to Dr. Reginald W. Butcher and present the award at a suitable occasion.

Report of Committee on Student Affairs

UM/Amherst--Legal Services Office

Having completed the report of the Executive Committee, Chairman Healey called upon Trustee Shearer to report for the Committee on Student Affairs. Trustee Shearer reported first on the proposed authorization of the Legal Services Office at UM/Amherst to represent students in criminal cases and in suits against the University. The Committee had proposed that the authority be granted for the duration of the current fiscal year, to be restudied at its expiration, and Trustee Shearer recommended this vote to the Board.

Several Trustees expressed reservations about authorizing the use of student funds, collected by Trustee authority, for suits against the University. Others were concerned that this activity would snowball and eat up funds in frivolous actions to the detriment of the student's real legal needs.

Trustee O'Keefe and Mr. Ira Horowitz, an attorney for the Office, explained that there was a Legal Services Governing Board made up of undergraduate and graduate students which set general policy about the kinds of services it would provide. One policy was that the Office could not engage in civil actions of a fee-generating character, such as a suit for damages suffered by a student in a fall in a residence hall. Civil suits could only be brought in instances where the University was alleged to be violating a law, such as an antidiscrimination statute. Mr. Horowitz pointed out the analogous situation where it was not uncommon for government to pay for legal representation of persons engaged in suits against a government agency.

There was also discussion of the issue of criminal representation, and the observation was made that the problem faced by students was not finding representation, but finding it at an affordable cost.

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Trustee Carlson said that this matter had been under discussion for several months, and expressed the view that the experimental authorization was a wise compromise which would not lock the Trustees into an irrevocable commitment. The motion was therefore seconded, and it was

VOTED: That the attorneys employed in the Student Legal Services Office be authorized to represent students in criminal matters and to engage in litigation against the University on their behalf, such authorization not to extend to the initiation of any new such litigation after the end of the current fiscal year without review and confirmation of such authorization by the Board of Trustees.

Trustee Abrams cast a negative vote. Trustee Robertson abstained.

UM/Amherst--Family Housing

Trustee Shearer continued her report with a statement on the proposed Cooperative Housing Agreement for Family Housing at UM/Amherst. It had been the consensus of the Committee, she said, that action would not be appropriate at this time because of several legal and managerial problems in the proposed agreement. She said that Vice Chancellor Gage had been asked to supply information to the Committee on these points for discussion at subsequent meetings.

Report of Committee on Faculty and Educational Policy

Chairman Healey called upon Trustee Troy to report for the Committee on Faculty and Educational Policy. Trustee Troy reported that, at a brief meeting that morning, the Committee had voted to recommend that the Board approve the Preliminary September 1975 Graduation List for UM/Amherst (Doc. T76-009). The motion was seconded, and it was

UM/Amherst--Preliminary Graduation List (Doc. T76-009)

VOTED: To approve and ratify the preliminary Graduation Lists of September 1, 1975, UM/Amherst, as certified by the recorder of that campus and as set forth in Doc. T76-009.

Report of Delegate to Board of Higher Education

Trustee Troy then reported to the Board in his capacity as Delegate to the Board of Higher Education. The BHE had met on September 19, and had engaged in considerable discussion of the effect of the state Budget on the BHE. Serious concern had been expressed at the ability of the Board to continue to function if the cuts made in September were to continue in October. Concern was also expressed about the future of the Board in relation to the Executive Office of Educational Affairs, particularly its duties and responsibilities as a lay Board as distinct from the politically-established Secretariat.

Trustee Troy reported that the Board had taken a position opposing proposals that the general scholarship statute be changed

to permit a maximum of 35 percent of state scholarship funds to be allocated to the public sector. It had taken the position that the present level of 10 to 25 percent allocated to public colleges and universities should be maintained.

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Trustee Troy reminded the Trustees that the Commonwealth had maintained a contract with the State of Vermont for the education of a number of Massachusetts medical students at the University of Vermont Medical School. Vermont now wished to raise the cost to Massachusetts of this arrangement. Senator James Kelly has an interest in this issue, said Trustee Troy, and he had asked the BHE to explore a number of problems growing out of this issue, as well as to attempt to clarify the long-range picture of medical training and resources in the Commonwealth. He asked, for example:

1. That the BHE explore with Boston area medical schools, particularly Tufts and Boston University, the possibility of their admitting 100 Massachusetts students.

2. That a broad study be conducted of where graduates of state medical schools actually take up practice, thus providing a clearer picture of area medical needs and resources.

3. That this information be used to determine what contribution the Medical School is or should be making to the needs of the Commonwealth.

On this subject, Trustee Troy expressed the hope that whatever BHE committee conducts this study avail itself of the continuing studies made by the Medical School itself, since the school had never simply moved ahead into a void, but rather had operated on the best information available on present and future needs of the Commonwealth in medical education and the delivery of medical care.

Personnel Action

After Trustee Troy's report, Chairman Healey moved that the Board approve a Personnel Action which had been circulated to all Trustees. The motion was seconded and it was

VOTED: Whereas the administrative duties of Dr. William R. Hamilton, Jr., as Vice Chancellor for Administration and Finance at the University of Massachusetts at Boston have precluded him from sustaining his scholarly efforts in his discipline, he be granted administrative leave for on academic year commencing September 1, 1976, at half pay, in order that he may become current with the developments which have occurred in his field.

There was no other business to come before the Board, and the meeting was declared adjourned at 3:40 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

November 5, 1975; 2:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Carlson, Clark, Croce, Dennis, Dukakis, Eddy, Fielding, Gordon, Morgenthau, Okin, Robertson, Rothenburger, Rowland, Snowden, Spiller, Troy, Weldon, Winthrop, Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Absent: Trustees Anrig, Breyer, Shaler and Shearer

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Gartenberg, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Father Walsh, Academic Advisor to the President; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director; Ms. Rahaim, Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Hamilton, Vice Chancellor for Administration and Finance; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Baxter, Director of Budget and Control; Mr. Larner, Director of Public Affairs; Professor Marshall, Faculty Representative; Mr. Tubbs, Vice Chancellor for Student Affairs

UM/Worcester: Acting Dean Butcher; Dr. Hittelman, Faculty Representative

Guests: Secretary Parks; Mr. Keith, Interim Chancellor of Higher Education; Mr. Henry Ragin, UM/Amherst student; Ms. Ellen Gavin, UM/Amherst Student Trustee-designate

The provisions of Chapter 626 of the Acts of 1958 having been complied with and a quorum of the Board of Trustees present and acting throughout, the meeting was called to order at 2:15 p.m.

Approval of Minutes of Previous Meeting

The minutes of the October meeting were submitted for approval. Upon motion made and seconded, it was

VOTED: To approve the minutes of the meeting of October 1, 1975.

A motion was made and seconded, and it was

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UNIVERSITY OF MASSACHUSETTS

Executive Session

VOTED: To enter executive session to discuss the candidate for the position of Chancellor/Dean of UM/Worcester and the candidate for the Vice President of Management and Business Affairs.

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At 3:15 p.m. a motion was made and seconded and it was

VOTED: To end the executive session.

After the executive session, the Chairman announced the following vote:

Personnel Action (Doc. T76-022)

VOTED: To approve and adopt the Personnel Action, University of Massachusetts, Worcester, as contained in Document T76-022, thereby appointing Dr. Roger J. Bulger as Chancellor of the University of Massachusetts at Worcester, Dean of the Medical School, Professor of Medicine with Tenure and Professor of Community and Family Medicine with Tenure.

Trustees Fielding and Okin were recorded as abstaining.

Report of Executive Committee

The Chairman called on President Wood. The President indicated that, because of the length of the executive session and the lateness of the hour, he would forego his report. He reported for the Executive Committee, however, speaking first about the Statement of Goals of the Medical School (Doc. T76-010). He said this document had been initially reviewed by the Trustees at their October meeting, and had been circulated to them in the interim for their comment. He said it had had an important effect on the General Court in its deliberations on the budget of the University Hospital this year, and constituted an impressive statement of the goals and public purpose of the University of Massachusetts Medical School. Upon motion made and seconded, it was

UM/Worcester--Statement of Goals (Doc. T76-010)

VOTED: To endorse the Statement of Goals for the University of Massachusetts Medical Center as prepared by the Faculty and Administration of the Medical School, dated September, 1975, Trustee Doc. T76-010.

Classifications of Position Titles (Docs. T76-018, T76-020)

The Chairman turned to two Classifications of Position Titles (Doc. T76-018, T76-020). Upon motion made and seconded, it was

VOTED: To approve and adopt the amendment to Classification of Position Titles as contained in Document T76-018.

VOTED: To approve and adopt the amendment to Classification of Position Titles as contained in

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Document T76-020, provided that the responsibilities of said position shall be subject to further clarification as approved by said Board.

VOTED: The Classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

VOTED: In accordance with the provisions of Chapter 648 of the Acts of 1962, the position titles in the Professional Staff (Docs. T76-020, T76-018) are classified at a weekly salary rate specified after the title of position subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

Personnel Action (Doc. T76-021)

Chairman Healey turned next to a proposed Personnel Action (Doc. T76-021), the appointment of the Vice President for Management and Business Affairs. The vote taken in executive session, he said, had been the following:

VOTED: To concur with President Wood's appointment of the Senior Vice President for Management and Business Affairs as contained in Document T76-021.

VOTED: Every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under provisions of Chapter 648, 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

The President praised Mr. Janis for his experience and talent, and said the appointment came at a time of great need for a University-wide capability in management.

The Chairman next called on Trustee Troy for the report of the Committee on Faculty and Educational Policy. Trustee Troy

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Committee on Faculty and Educational Policy

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UM/Amherst--Appointment of Dean (Docs. T76-016, T76-025)

reported first on the proposed concurrence of the Board with the Appointment of Dean of the Faculty of Natural Sciences and Mathematics at UM/Amherst (Docs. T76-016, T76-025). Professor Shapiro, presently serving as Acting Dean, had originally refused to allow the Search Committee to consider his name as a candidate, but when the person the Committee recommended had declined to accept the offer on account of the salary, Professor Shapiro had agreed to be a candidate. The Search Committee had then unanimously recommended his name, and he had been appointed by the Chancellor and concurred with by the President. Upon motion made and seconded, it was

VOTED: To concur with the appointment by the Chancellor of the Amherst campus of Professor Seymour Shapiro as Dean of the Faculty of Natural Sciences and Mathematics, as detailed in Docs. T76-016 and T76-025.

UM/Amherst--Transfer of Dance

The next item was a progress report on the transfer of Dance from the School of Physical Education to the Department of Fine Arts and Humanities at UM/Amherst. Acting Vice Chancellor Alfange had reported that the transfer had in fact taken place, but that some of the administrative and formal details had yet to be worked out.

Academic Personnel Policy (Doc. T75-125)

The Committee had then turned to a report on the implementation of the Academic Personnel Policy (Doc. T75-125). In addressing personnel actions, the provosts of the campuses had sent memoranda to the persons responsible at each level for review of personnel matters, explaining the meaning and requirements of the policy. They had also met with the deans to explicate the process further.

There had been much discussion on the differing approaches of the campuses to this subject, particularly with respect to faculty participation and engagement. The Amherst Faculty Senate, for example, had acted with despatch to the need for review of the document when first drafted, and had in fact suggested 53 large and small revisions. The Boston campus had moved more slowly, however, since the unicameral system of UM/Boston governance provided for participation of students and faculty in all actions taken. For this reason, the process of review and reaction for this faculty personnel policy was cumbersome and complex.

UM/Amherst--School of Education

The Committee next discussed the two academic reviews of the School of Education at UM/Amherst: that of the Ad Hoc Faculty Senate Review Commiteee and that of the Visiting Committee for the School of Education, sometimes called the Goodlad Report. Acting Dean Fischer of the School had said that the School would respond positively to some recommendations and reject others. Mr. Alfange had said that reports had been widely read and that they had been generally regarded on the campus as both balanced and fair.

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Commenting on the response of the School to the reports, Mr. Alfange had described the contrast between the present response and that which had greeted the Fairbairn Report of 1971, which had been essentially one of saying, "Go to hell; we don't want your old-fogey ideas." He said the atmosphere and attitude of the School was now healthier, and added that many basic changes would have to come about. This could be done, he said, without undoing the advances that many people feel have been achieved over the past several years, despite serious and embarrassing failures.

After the Committee heard from Associate Provost Bischoff on the details of the search for a new dean and of the work of the several other committees established to study and develop new directions for the School, Trustee Troy reported that several Trustees had expressed concern at the leisurely pace at which these activities were taking place. It had been pointed out that, while a study of curriculum and programs might take as long as six months, a study of the purpose and practical validity of the School should not take that long.

President Wood had pointed out, said Trustee Troy, that we would soon be faced with plans for an FY 1977 Budget, and stressed that we must have specific answers to practical questions about the School, because budget and programs go together. The President had listed several issues regarding the relation of the School to the state colleges and to the changing needs for teacher education in today's market, and emphasized that answers to these questions would be needed before spring, by which time the FY 1977 budget process would be well along.

The Committee had felt that the problem of identification of issues that must be solved in the School of Education had been clarified by the reports and by other means, but the Committee had not felt that the School of Education and others were moving with a sufficient sense of urgency. Trustee Troy said speedier and more decisive action was needed.

Organization and Centralization of the University

Finally, Trustee Troy reported that Trustee Morgenthau had asked that the Committee discuss the academic implications of the organization and centralization of the University to examine the interaction of governance and the issues of centralization and autonomy. It had been agreed that such a discussion would be on the agenda of the next meeting with the faculty representatives beginning the discussion.

Report of Committee on the Budget

Following this report, Chairman Healey called on Trustee Carlson to report for the Committee on the Budget. At the Committee's October 28 meeting, said Trustee Carlson, it had again been emphasized that the Amherst and Boston campuses must get down to the difficult business of outlining program options that will affect both enrollment planning and expenditure levels. The Chancellors had pointed out that, while long-range shifts of programs

were under way, it would be several years before they would bear fruit. While realizing this, the Committee had yet urged that the job get under way as soon as possible. Mr. Lynton had advised the Committee that the broad outlines of program adjustments would be available by early January.

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Mr. Gartenberg had advised the Committee on the public hearings which were planned for November 6 under the aegis of the Secretary of Educational Affairs. Undersecretary Wolfman had been present at the meeting, and there had been a good deal of questioning and discussion of the purpose of these hearings.

Preliminary FY 1977 Budget

Finally, Mr. Gartenberg had informed the Committee that the University would be expected to present a preliminary FY 1977 budget on November 17, even though there was not as yet an FY 1976 budget, and that for this purpose the Trustees would need to authorize the President to prepare such a request, which would also be presented to the Trustees at the December meeting. Trustee Carlson moved this vote.

Trustee Gordon asked for an explanation of the figure of $109 million in the proposed vote. He said he understood the time constraints, but asked if it was wise to impose a ceiling when the actual figure to be requested was not yet known. He pointed out that a target could be sought without recording it in the vote. Trustee Carlson said he believed that the figure had been recommended merely as a guideline maximum to be used in the development of the actual budget. Trustee Troy remarked that he agreed with Trustee Gordon's statement. Chairman Healey asked for the President's views. President Wood explained that the figure was designed (1) to help the campuses deal with the understandable pressures for a change in the growth patterns of previous years; that is, to avoid the great de-escalation that had occurred in FY 1976, (2) to enable the University to make a presentation at the FY 1977 budget hearings currently under way, and (3) to enable the Budget Office to meet its own schedules. He agreed that the figure was an artificial one in light of the lack of an FY 1976 Budget.

Secretary Parks said that the Governor had had to leave the meeting early, and had asked him to express his position as follows: the Administration had asked all departments to submit FY 1977 budgets which do not exceed 90 percent of FY 1975 expenditures, because even if the Commonwealth's Budget is balanced in FY 1976, there will be no added resources in FY 1977 to support increases. For that reason, he would have to vote in the Governor's behalf against this vote as long as it contained the figure of $109 million.

Trustee Carlson observed that this position was not resisted by the vote as written, since the figure of $109 million was a ceiling. Nothing could prevent the Trustees from actually submitting a lower figure in the end. Secretary Parks then added

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that the Administration's position was that it could not support this vote unless it contained an explicit commitment not to exceed 90 percent of FY 1975 expenditures, exclusive of the hospital. For purposes of clarification, Chairman Healey asked Secretary Parks if he was saying that regardless of what figure was in the vote, the Governor could not support it without a commitment to level funding. Secretary Parks replied that this was not his position: if the figure was not in the vote, he said, he could support it. Chairman Healey asked what Secretary Parks's position would be if there were no figure, and the Secretary described this as begging the question. The Chairman said the choice was between a ceiling or no ceiling at all.

Mr. Gartenberg was at this point asked to explain the genesis of the $109 million figure. He said the figure was basically the same as the FY 1976 budget at full funding. He observed that the figure requested by Secretary Parks was about $90 million, which he said was significantly lower than contemplated in the Legislature for the FY 1976 budget.

Trustee Spiller expressed support for Trustee Gordon's position. To name a figure which is perhaps 10 or 15 percent higher than presently contemplated would tend to provide a psychological motivation to go to a higher figure. To stay tight, he said, it would be necessary to follow Trustee Gordon's suggestion: delete the figure to make the University realize that the budget must be pressed down as far as possible. Both Trustees Spiller and Gordon, however, made clear their opposition to a commitment to level funding.

Trustee Fielding suggested that the Board set a tone, if not an actual target figure, for the kind of figure it would like to come before the Budget Committee and then the full Board. Without some instruction from the Board, it might be difficult for the University to know what to aim for. He observed that he had talked to members of the General Court in the previous several days, and that it had become clear to him that there would be no more tax packages next year, and that therefore something close to level funding for the Commonwealth was going to be necessary. He said he would hate to have the House Ways and Means Committee set his priorities for him, and suggested that the University would also wish to preclude that eventuality.

Trustee Carlson said he believed that the fiscal stringency of the foreseeable future was well understood on the campuses, in the Budget Committee and in the President's Office, and it would be more appropriate for that understanding to be reflected in the minutes rather than trying to incorporate it into a formal vote.

President Wood said that campuses had been exercising a spirit of "frontier frugality" for eighteen months, and were therefore suffering in trying to maintain viable institutions. Recognizing all of the realities, however, he stressed that the fiscal obligation of the Trustees, in his view, was to do whatever was necessary to preserve the academic integrity of the University. The value of that integrity in comparison to the other activities of

the Commonwealth, said the President, was of course a matter for the General Court to decide. Finally, he commented that the Board would of course have to take into account the fiscal condition of the Commonwealth in whatever budget it develops, but in the end would have to decide on a figure. He added that it was not appropriate to do that here in light of the character of the discussion.

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The motion was seconded and it was

VOTED: To authorize the President to prepare the preliminary outlines of an FY 1977 Maintenance Budget Request. Further, to authorize the President to prepare a preliminary FY77 University Hospital Maintenance Budget Request, including up to date estimates of cost and revenue for FY77. The full and detailed FY77 Request shall be presented to the Board of Trustees for approval at the regular scheduled meeting in December 1975.

Chairman Healey asked Secretary Parks if he wished to be recorded on behalf of the Governor, and the Secretary replied affirmatively.

Report of Committee on Long-Range Planning

UM/Amherst--Enrollment Guidelines

At the conclusion of the Budget Committee report, the Chairman called on Trustee Rowland to report for the Committee on Long-Range Planning. Trustee Rowland reported that the Committee had continued its discussion of proposed enrollment guidelines for the Amherst campus. Discussion of the guidelines had focused on five major points: (1) the proposed size of the graduate school, (2) the present status and implications of the graduate program review, (3) current application and enrollment trends for freshman, transfer, and graduate students, (4) the increasing number of students seeking readmission to the Amherst campus, and (5) the instructional costs associated with graduate and undergraduate programs. The Chancellor had been asked to provide additional material on these questions.

Advisory Council on the Fine Arts

The other major agenda item for the Committee had been a discussion with members of the Advisory Council on the Fine Arts. Trustee Rowland indicated that the Trustees may look forward to an important and productive year of continued work by this group of performers, academicians and administrators in the several areas of the arts. They had had considerable praise for the quality of current University programs as well as interesting ideas about future directions.

UM/Amherst--Opening of Fine Arts Center

After the meeting, the Council members and some of the Trustees had helped inaugurate the new Fine Arts Center. The real inauguration, she said, had consisted of a performance by the Boston Symphony Orchestra under Seiji Ozawa. Trustee Rowland also reported

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that she had assisted the Chancellor and the President to confer upon Mr. Ozawa the honorary degree of Doctor of Fine Arts. She reported, finally, that she had spoken with several members of the orchestra and they had been enthusiastic about the acoustics of the center. The "fine tuning" of the hall will continue, she said, and its programmatic and architectural recognition will continue to widen.

Following the report of the Committee on Long-Range Planning, Trustee Eddy asked whether the Committee discussions had taken into account the impact a shift in the enrollment mix of the Amherst campus would have on the town of Amherst. Trustee Rowland replied that this issue was very much a part of the thinking and discussions of the Committee. Trustee Eddy said she was not aware of any requests for information to the town's Planning Office, and she said she was certain that the office would welcome an opportunity to provide information in the impact of graduate and undergraduate students on the town.

Report of Committee on Finance

Chairman Healey called next on Trustee Gordon to report for the Committee on Finance. He said that the Committee had heard reports at its two meetings on University investments and insurance matters. The Committee had then heard a proposal with respect to Blue Cross Services for the UM/Worcester hospital. After a motion and second, it was

UM/Worcester--Authorization of Signature for Processing Blue Cross Draft

VOTED: To authorize the University of Massachusetts Teaching Hospital to utilize the Blue Cross draft procedure for services billed Blue Cross patients. Further, to authorize the University of Massachusetts Treasurer to designate three UM/Worcester employees for the purpose of signing the Blue Cross drafts for services billed by the University of Massachusetts Teaching Hospital.

UM/Amherst--Discontinuance of Student Room Deposit Fee (See Doc. T70-090)

The Finance Committee had next recommended that the Board discontinue the Student Room Deposit Fee established by the Board in Doc. T70-090. A motion was made and seconded, and it was

VOTED: To amend Doc. T70-090, said document to be redesignated T70-090A, by striking out that section beginning on page two and ending on page three which begins with the words, "In order to guarantee housing for a student in the residence halls..." and ends with the words, "... is authorized to formulate procedures and instructions to implement this policy...," and further that all deposits paid under this section by student presently enrolled at the Amherst campus be refunded, any balance remaining in the student room deposit fund after all deposits have been refunded to be made available

to the residence hall system for student programming in FY 1977.

TRUSTEE
Charles Hiram Thayer Endowment Fund (Doc. T76-012)

Trustee Gordon then asked for a vote by the Board to establish two new endowment funds for the Amherst campus: The Charles Hiram Thayer Memorial Fund (Doc. T76-012) and the Homer J. Barr Memorial Fund (Doc. T76-013). There was no discussion and, after a motion made and seconded, it was

VOTED: To establish the Charles Hiram Thayer Fund in the amount of $3,052 as an endowment fund for the purpose of using the annual earned income to provide short-term emergency loans at no interest to students registered in the Stockbridge School of Agriculture. Repayment of current outstanding loans issued by the existing trust fund loan account shall be added to endowment principal; whereas, loans issued effective with the date of this vote shall be returned directly to the loan fund for immediate reissue. All loans must be approved by the Dean of the Stockbridge School of Agriculture.

Homer J. Barr Endowment Fund (Doc. T76-013)

VOTED: To accept the Homer J. Barr Memorial Fund as an Endowment Fund for the purpose of making annual awards of $150.00 from income earned during the preceding fiscal year to students actively participating in the intercollegiate wrestling program at the Amherst Campus. Selection of the recipient shall be made by the subcommittee on athletic grants-in-aid of the Amherst Campus Committee on Financial Aid and Scholarships. Unused income remaining after annual awards have been made shall be added to the principal of the fund on June 30.

Ohio Land Sale--Deed of Easement (Doc. T76-017)

The last item in the report of the Finance Committee was an Easement for City of Columbus Water Line (Doc. T76-017). This proposal would allow the City of Columbus, Ohio, to extend the city water line along Sudbury Road adjacent to University-owned lands. The lands were in the process of being sold, and the water line would enhance their value. A motion was made and seconded, and it was

VOTED: To authorize the Treasurer of the University, Kenneth W. Johnson, to execute on its behalf a deed of easement to the City of Columbus, Ohio as more particularly described and set forth in Trustee Document T76-017 and to accept the City's offer of $1,815.00 as compensation for said easement as set forth in its letter of October 8, 1975, attached to said

Trustee Document; further, that the Treasurer be authorized to take such other action and to execute such other documents as may be necessary to effectuate the granting of this easement and to ensure receipt of said compensation.

TRUSTEE

Report of Committee on Buildings and Grounds

The Chairman asked next for the report of the Committee on Buildings and Grounds. Trustee Spiller, Chairman of the Committee, first presented the proposed Worcester Motor Vehicle Regulations and Traffic Regulation Map (Docs. T76-014, T76-014A). Following a motion made and seconded, it was

UM/Worcester--Motor Vehicle Regulations (Docs. T76-014 and T76-014A)

VOTED: To approve and adopt the Motor Vehicle Rules and Regulations for the University of Massachusetts at Worcester and the Traffic Regulation Map as set forth in Trustee Documents T76-014 and T76-014A, respectively.

UM/Amherst--Land Transfer, Town of Amherst to University (Doc. T76-015)

Trustee Spiller's next item was a proposed Land Transfer --Town of Amherst to the University (Doc. T76-015). There was no discussion, and after a motion was made and seconded, it was

VOTED: To accept, for zero or nominal consideration, the fee in and to a certain parcel of land from the Inhabitants of the Town of Amherst, said land being a triangular parcel bounded and described as follows:

Beginning at a point on the southerly side of a discontinued county layout named North Hadley Road, said point being the northwest corner of land owned by the Inhabitants of the Town of Amherst. Thence running along said North Hadley Road S.61°-55'-48" E., a distance of 70.86' to a point; thence running through land belonging to the Inhabitants of the Town of Amherst S.28°-00'-45" W., a distance of 219.80' to a point; thence running along land of the Commonwealth of Massachusetts (University of Massachusetts) N.10°-09'-00" E., a distance of 231.01' to the point of beginning. Said parcel containing 7,787 square feet, and being part of those premises conveyed by the Trustees of the Massachusetts State College to the Inhabitants of the Town of Amherst by deed dated January 18, 1939 recorded with Hampshire County Registry of Deeds in Book 940, Page 517.

Further, that the Treasurer of the University, Kenneth W. Johnson, in consultation with the General Counsel to the University, by authorized to execute any documents which may be required to effectuate this vote.

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UM/Amherst--Naming of Theater in Fine Arts Center for Frank Prentice Rand

Trustee Spiller introduced a proposal to name the main theatre in the Fine Arts Center at UM/Amherst the Frank Prentice Rand Theater. He explained that numerous requests for this action had been made by different groups and individuals and had been fully discussed by the Committee. Trustee Troy strongly seconded the motion, and it was

VOTED: That the Main Theater in the Fine Arts Center at the Amherst Campus be named "The Frank Prentice Rand Theater."

UM/Amherst--Proposed Bus System

Trustee Spiller's final item was the approval of a Transit System Proposal for UM/Amherst (Doc. T76-019). The proposal would have the effect of expanding and improving the University bus system in the University area. Trustee Eddy strongly endorsed the proposal, and said it was a fine example of the University trying to help out the Town of Amherst. There was no discussion, and it was accordingly

VOTED: That the drawings and specifications for a bus storage and maintenance facility at UMass/Amherst (Doc. T76-019) be approved and the construction of such a facility be authorized subject to receipt of a capital grant from the U.S. Department of Transportation.

Report of Delegate to Board of Higher Education

This completed the Buildings and Grounds report, and Chairman Healey called again on Trustee Troy in his capacity as Delegate to the Board of Higher Education. Trustee Troy reported that the Board had met on October 17 and taken three actions of interest to the Trustees. First, the Board had voted to send to the Governor and the General Court an explanation as to why it could not comply with the statutory deadline for submission of its FY 1977 budget request. Second, the Board had voted to submit, as a separate FY 1977 Budget Request, an increase of $25 million in scholarship funds. It had been felt that this increase was imperative if many Massachusetts students were to have continued access to institutions of public higher education. Third, it had been voted that the University Without Walls program be continued over this year. Trustee Troy noted that the UM/Amherst Faculty Senate would complete its review of that program and make its final recommendation to the Board of Trustees sometime during this year.

Following this report, Trustee Abrams moved that, in view of the selection of the new Chancellor/Dean of the Medical School,

TRUSTEE

the Board appoint a special committee, to include the commissioners of public and mental health, to oversee medical affairs. Chairman Healey observed that such a proposal was complicated because it would cut across the work of several standing Trustee committees. The President said that (1) the Board would need to move forward on an organizational structure for the hospital, which proposal was forthcoming, and (2) there was language in the Budget bill which called for a commission to study the transition period when the hospital first opens and which would report to both the Trustees and the General Court.

There was no further discussion and no second to the motion. There was no further business to come before the Board and the meeting was adjourned at 4:10 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

December 3, 1975; 2:00 p.m.
Room 1009, Campus Center
University of Massachusetts/Amherst

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Carlson, Clark, Croce, Dennis, Eddy, Gavin, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Shearer, Spiller, Troy, Weldon, Winthrop; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Ms. Judd and Mr. Rasmussen, Office of the Secretary; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Gartenberg, Budget Director; Mrs. Hanson, Associate Budget Director; Mr. Cahill, Staff Assistant; Mr. Lewis, Staff Assistant; Mr. O'Leary, Assistant Counsel; Mr. White, Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Mr. Melley, Director of Public Affairs; Ms. Rahaim, Assistant to the Chancellor; Ms. Stack, Graduate Student Representative; Ms. Tillona, Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Hittelman, Faculty Representative

ABSENT: Trustees Breyer, Gordon, Okin, Snowden

The meeting was called to order at 2:10 p.m. Chairman Healey informed the Trustees and the large group of students present that in all of the prior discussion of the tuition issue, the Board had attempted to acquire and take into account the views of all concerned, including students. He said he had a list of students and others who had asked to be heard on the issue, and he said he would honor the list and not impose the usual time limitation. He asked that the speakers stick to the subject, however, and that they exercise a spirit of tolerance. He said he hoped no one would be disruptive, but added that he felt he knew when the point of disruption had been reached, and was prepared to take action should that become necessary.

The Chairman reiterated that the Trustees wanted the same thing as the students: the highest quality education at the lowest possible cost to the student. He hoped that all comment would be

constructive and would recognize the sincerity of that commitment.

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The minutes of the previous meeting were presented. There was no objection, and it was moved, seconded and

Approval of Minutes of Previous Meeting

VOTED: To approve the minutes of the meeting of November 5, 1975.

Next the Chairman recognized Trustee Clark. Trustee Clark expressed her thanks to the other members of the Board and to the President for his efforts to persuade the Kennedy Library Corporation to build the library complex on the Harbor Campus at UM/Boston. She moved that a resolution of welcome be passed by the Trustees. Chairman Healey observed that there had been three finalists in the selection of the library site: the Amherst campus, the Boston campus and the split-site plan involving Harvard University. He said the library had been welcome on either campus, and that the deletion of the Amherst campus had been the decision of the Kennedy Corporation.

Chancellor Golino added an expression of welcome and jubilation for the library decision, and thanked the Board for its efforts in support of it. Secretary Parks congratulated the Boston campus on the decision, and asked whether the pledge to cooperate with the library in the resolution involved any commitment to a cost to the University. He was assured that the only cost would be that of staff time. There was no further discussion, and the motion was seconded and

RESOLVED: That the Board of Trustees of the University of Massachusetts accepts and welcomes the location of the John F. Kennedy Library at the Harbor Campus and pledges full support and cooperation to assure that the two institutions working together create an appropriate academic and physical environment for the Library, maintain close and effective relationships with the neighboring communities, make possible an early construction schedule, and establish over time a national educational enterprise worthy of the President that it honors.

The Chairman turned next to the major matter before the Board, that of tuition. He asked Secretary Hardy to read the vote recommended by the Executive Committee, and she did so. She also read a second proposed vote, required by the state appropriation act, which established a level of tuition for nonresident undergraduates at a level equal to not less than 95 percent of the cost of instruction. The votes were moved. The Chairman next recognized the President for comment.

Tuition

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President Wood made several observations about the first motion: (1) that the changes were to take place in four steps over a two-year period, (2) that the vote called for the development of a satisfactory financial aid package, and (3) that the vote called for the development of a policy for the use of tuition waivers as financial aid. He emphasized that no tuition increase would take effect unless these latter capabilities were achieved. He said this method was in sharp contrast to the actions of the other segments of higher education, and represented the modal position of 81 public land grant universities which grant doctoral degrees.

The President said two concerns had underlain the consideration of tuition over the last several months: (1) the fact that the Legislature had already raised tuition for nonresident undergraduates and (2) the fact of public sentiment that tuition should reflect the rises in costs and prices over the last few years. He stressed that an adequate financial aid package would have to be developed before a tuition change would take place.

Speaking of the second vote, the President pointed out that state law required the University to certify the average cost of instruction for nonresident undergraduates and to establish tuition at not less than 95 percent of that level.

The Chairman next recognized Secretary Parks, who read to the Board a letter from Governor Dukakis. The Governor had reviewed the materials provided to the Executive Committee which had suggested that a tuition rate of $500-650 would be appropriate for resident undergraduates. His letter stated that he could support the motion only if the Board were to make "a specific, binding commitment to a tuition waiver policy and to the provision of other forms of financial aid sufficient to ensure that access to the University will not be denied to any student because of his or her financial circumstances."

The letter went on to say that the Board should include within any vote to raise tuition "a commitment to establish comprehensive control at the Board level over fees charged at the campuses, so that the University's ostensible commitment to low student costs would not be eroded through the back door of campus-level fee increases."

The Chairman next recognized Trustee Rothenburger, the student Trustee from the Boston campus. Trustee Rothenburger read a statement prepared by the UM/Boston Student Trustee Office which opposed a tuition increase "for varied and profound reasons." These reasons were: (1) that UM/Amherst has one of the highest fee structures in the country; (2) that an increase in tuition would do irreparable damage to the role UM/Boston was intended to play as an urban University; (3) that expectations of increased federal financial aid, they believe, are "questionable at best," based on recent

and impending events in Congress; (4) that the picture for state scholarship aid is bleak; (5) that a raise will put a severe strain on people at a time of high unemployment and when incomes have been outstripped by the cost of living; (6) that an increase in financial aid, even if it does materialize, will be inadequate; (7) that middle-income students are often ineligible for financial aid; (8) that plans for a tuition waiver system are impractical because of administrative difficulties and a lack of staffing; (9) that there are few summer jobs available while financial aid plans require students to raise $500 in the summer and (10) that the Commonwealth is considering discontinuation of the guaranteed loan program because of the high default rate. Trustee Rothenburger concluded that these points provide "dramatic proof" that the Board should vote against any tuition increase.

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Following this statement, Trustee Gavin

MOVED: That the meeting of the Board be recessed and transferred to the Student Union auditorium.

The motion was seconded. Upon a roll call vote the motion failed. Trustees Dennis, Gavin, Rothenburger, Shaler and Winthrop voted aye. Trustees Abrams, Carlson, Clark, Croce, Healey, Morgenthau, Robertson, Rowland, Shearer, Troy, Weldon, Wood, Mr. Callahan representing Trustee Anrig, Mrs. Bluestone representing Trustee Fielding, and Secretary Parks representing Trustee Dukakis voted nay. Ayes: five; nays: fifteen.

Chairman Healey called upon Trustee Gavin. Trustee Gavin made a statement which strongly opposed a tuition raise. Her statement called upon the Board not to follow a trend, heralded by the reports of the Carnegie Commission on Higher Education, toward reduction of access of middle- and lower-income persons to higher education. She also described the raise in tuition as an attempt by international capitalism to reduce public spending, thereby increasing the available pool of investment capital. She said students could not stand by while their future is jeopardized for sake of "political expediency." She said students "would be back" if tuition were raised.

The Chairman recognized Secretary Parks, who said he was committed to equal access to public education for third-world peoples and to the principle that access to the University should not be denied to any students on the basis of financial need. At the same time, he said, he and members of the Legislature were aware and sensitive to the sentiment among the general public that the affluent were getting a "free ride" at a University which is supported by the taxes of the poor, whose children are frozen out. He continued that unless the Trustees raise tuition for those who can pay more, there will be such huge budget cuts that the education of all will be jeopardized. He said if there were an immediate referendum on the question of a raise in tuition, it would win overwhelmingly. A tuition raise, he said, was inevitable whether it was voted by

the Board or by the Legislature, and he called attention to that portion of the motion that provided for financial aid as a firm prerequisite to an actual raise in tuition.

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Trustee Shaler said he could not support the motion. He said that Secretary Parks was probably right that a referendum would support increases in tuition, but he added that this was because 95 percent of the citizens of the Commonwealth believe that the tuition goes to support University programs, when in fact it goes to the General Fund. He described it as a tax, not a tuition. He said the Commonwealth had believed for too long that students were "nothing more than bottles of booze or packages of cigarettes to be taxed for the General Fund."

Chairman Healey called for students and faculty who had submitted their names in advance to make their comments to the Board on this issue. UM/Boston representatives spoke first.

Michael Ponaman, student Co-Chairperson of the UM/Boston University Assembly, told the Trustees that education was a right, not a privilege, and that tuition was as unconstitutional as the poll tax. He expressed skepticism about the prospects of increased financial aid, and said that the Trustees could pass such a tuition raise, but that collecting it would be more difficult.

Marjorie Kirstein argued that the University was the sole means available to many citizens of getting an education. If tuition were raised, she said, it would push many of these persons out of the University at a time when they are suffering in other ways from the ills of the economy.

Luke McCarthy, Chairman of the Student Activities Committee, called attention to a statement of the President which described the mission of the Boston campus to serve the needs of the lower-income citizens. He said a tuition raise would remove these same people from the rosters of the University, and the Board would have failed the purpose for which the Boston campus was established.

Bill Hollis said that the Board was dealing with critical human elements, not just dry statistics. If tuition were raised, he said, 1,500 students would be forced to drop out next year. The Board should keep the cost of attending the University as low as possible, he added, and it had no right to destroy people's lives.

Bernard McNamara, representing medical students, stated his view that a tuition increase was probably inevitable. If there were to be an increase, however, it was necessary to increase the financial resources which were available to medical students, since 80 percent of medical students cannot support an increase from their own resources. He pointed out the high degree of indebtedness common to medical students who have completed four years of undergraduate work.

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Secretary Hardy next called on the student speakers from the Amherst campus. The first UM/Amherst speaker was Kenneth Somers, Speaker of the Undergraduate Student Senate, who stated that sufficient data is not presently available for conducting a sound analysis of the financial need of students. He also predicted a $325 increase in the cost of attendance would require $2.4 million more in federal aid for students already receiving financial aid, before new applicants or additional students on financial aid lists could be considered. For this reason he was skeptical of chances for offsetting a tuition increase with federal financial aid. He urged that this vote be postponed until a comprehensive financial aid package was developed.

Chairman Healey restated the conditional nature of the proposed vote, emphasizing that the tuition raise would not take effect unless an adequate financial aid package were developed first.

Peter Knowlton accused the Board of not taking into consideration the plight of the working class in its considerations of tuition. He cited figures which suggested that the working class was in worse condition this year than last, and said that action would take education out of the reach of working people. He said the tuition raise would be met by a raise in the level of protest.

Trustee Rothenburger pointed out that it was a mistake for some students to assume, as indicated by certain of their remarks, that all the Trustees were non-working class people. He knew for a fact that several Trustees were working class, and such a presumption was detrimental to the quality of the debate.

Professor Alvin Winder of the School of Nursing opposed a tuition raise on behalf of the Massachusetts Society of Professors and of the Faculty of the Amherst campus. He cited and disputed several arguments advanced in favor of a tuition raise. Secretary Parks asked if Professor Winder was aware of the option of tuition waivers, and further asked if he did not think that would be helpful to students. Professor Winder pointed out the "indignity" of establishing financial need. Secretary Parks observed that establishing financial need always involved indignities and would continue to do so, if there were no tuition raise, as long as there were tuition.

Luis Nunez said a tuition raise would have a disastrous effect on foreign students who were not in a position to increase their scholarship support. He said that corporations should be taxed, and not students.

Patty Healey, representing the Nursing Council, described the harmful effects of recent budget cuts, pointing out that 150 students had been asked not to return to the nursing program next semester. All this was before a tuition increase had even been contemplated. She said the Nursing Council and other councils would organize and refuse to accept a tuition raise.

TRUSTEE

Lily Hu, another foreign student, pointed out that there are 545 foreign students on the Amherst campus and that they are unable to receive more financial support from home. She said many are allowed to remain in the United States only by virtue of being students, and would be forced to leave if tuition were raised. Chairman Healey reiterated that it was the Legislature and not the Board of Trustees that had raised tuition for nonresident undergraduates, which included foreign students, and had based the level on the cost of instruction. This had been an extremely short-sighted action on the part of the Legislature, he said, and there was a great danger that it would set resident tuition on a similar basis.

Paul Logue called attention to the fact that most students must work and study, and said a tuition raise would simply increase their burdens. Michael Federow expressed skepticism about the possibility of increased waivers, and described the effects of a tuition raise on graduate students. He repeated the charge made by Trustee Gavin earlier, that the tuition raise was motivated by a desire to increase the availability of investment capital.

Bonnie Cain, from the Graduate Student Task Force on the Budget, said the Legislature apparently had a view of students as lazy malingerers, which she said was not true, since so many students had to work to support themselves in school. She said that public higher education was not inefficient, as some had charged.

C. O'Donnell Boyce, also from the Budget Task Force, said that students had attempted to meet the Trustees halfway with rational arguments, but that Trustees had made no rebuttals. He described the effects of a tuition raise on students, and said that the Trustees should not represent private or selfish interests, but should be standing with the students against a tuition raise. There had been little communication between students and the Trustees during the 1960's, he said, and while now there was communication, the Trustees were disregarding it.

Ellen Carraciolo expressed frustration at her sense that the students were not being listened to by the Trustees, and suggested that their minds were already made up. She said the argument that a refusal to raise tuition would cost the University its fiscal autonomy was false, because it might be lost anyway. She said that students would resist the elitist trend disguised as fiscal autonomy, and would boycott the tuition raise.

Henry Ragin, Copresident of the Student Government Association, argued that financial aid doesn't work unless the Trustees guarantee access to those students who cannot pay. He said the students would not take a tuition raise lying down but would unite and react.

Barbara Stack charged that the Executive Committee recommendation was a mandate for the Board, and that therefore this

discussion was a meaningless ritual. She said the raising of tuition was an act to exclude the poor, the dependent, the unwanted and was intended to uphold the stratification of society.

TRUSTEE

Stephen Dolan said that the University was the last chance for many people to get an education. He described the effects of a tuition raise, and pointed out that the Board was the creation of the Legislature and that the Legislature was the representative of the taxpayers. He argued that the taxpayers were against a tuition raise and said that the issue was too large to be decided by the Trustees; it should be decided by the Legislature, which he described as more accountable to the taxpayers.

President Wood said that the Board of Trustees should understand that the proposed vote was not for an immediate increase in tuition, and that it was not based on a blind stab for financial aid; the federal financial aid picture was expected to become clear by May 1976 following the student resources survey. He pointed out that the proposed increase was actually smaller than that recommended by the staff papers, and he added that in his view the Executive Committee had been influenced by the substantial presentations of students at that time, and that the Trustees as a whole had been influenced by their presentation today.

The issue of tuition was unavoidable, he said, and had been raised both by members of the Board and by sources outside the University. The Board had requested a set of papers which presented alternative courses of action, and had asked for reaction to these from the University community. The responses from students, faculty and administration of all three campuses had, in his view, had a substantial impact on the course that the Trustees actually took, particularly the graduate student presentation with respect to the budget cuts.

The President said that this action was not a "quick fix" like some that had been taken by other segments and had not been a deliberation which went on without consultation with the University community. He said this was a hard judgment for the Trustees to make, and said that the outcome was not predetermined.

The Chairman recognized Trustee Shaler, who

MOVED: That the previous motion be tabled until:

1. A comprehensive tuition waiver policy be developed which would assure that middle- and lower-middle income students not be denied admission to the University;

2. The University has secured both the state and federal aid now anticipated;

3. The Board has a complete picture of any new fee increases and, thus, an idea of what the student's total financial obligation will be.

TRUSTEE

The motion was seconded. Trustee Rowland asked Mr. Gartenberg to clarify the obligations of the University with respect to securing the anticipated federal financial aid. Mr. Gartenberg explained that the University's allotment of the Basic Educational Opportunity Grant funds for FY 1977 would be affected by the total cost of attending the University, including tuition. Therefore, if the Board did not act now, the University's aid application which will be reviewed in January would be based on its present tuition and the University would receive less federal aid. Trustee Rowland remarked, in reference to Trustee Shaler's substitute motion, that the previous motion as written would place the Board in a position to rule out a tuition increase if the financial aid did not materialize; if, on the other hand, it did not take action today, it would lose the opportunity for increased federal aid.

Trustee Dennis asked whether the Trustee vote on tuition would have a specific impact on the amount of aid which the University received, or was the federal government action one which involved all institutions of higher education as a whole. Mr. Gartenberg explained that each institution is reviewed separately on the basis of total cost, and that a tuition raise would have a specific impact on the amount of federal aid which the University receives.

The President said he would not be happy with Trustee Shaler's motion, aside from the impact it would have on federal aid, because the University's position on tuition should be clear when the January legislative session begins to focus on the FY 1977 Budget. Secretary Parks agreed, and said that the State Colleges had raised tuition, and the mood of the Legislature was to ask what the University's position was on tuition. If this position was not clear, he said, it would be extremely difficult to get a budget through without additional cuts. Furthermore, the Legislative leadership had called a meeting the week before at which it had made very clear, in the Secretary's words, that "they were going after higher education." He said this was an unpleasant fact which the University would have to face up to in its deliberations.

The question was called for, and the substitute motion failed. Upon a roll call, Trustees Clark, Gavin, Rothenburger, Shaler, Shearer and Secretary Parks representing Trustee Dukakis voted aye. Trustees Abrams, Carlson, Croce, Healey, Rowland, Spiller, Troy, Weldon, Winthrop, Wood, Dennis, Morgenthau, Robertson, Mrs. Bluestone representing Trustee Fielding and Mr. Callahan representing Trustee Anrig voted nay. Ayes: six; nays: fifteen.

The Chairman called for the previous motion on tuition, and it was seconded and

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12-3-75

UNIVERSITY OF MASSACHUSETTS

TRUSTEE

VOTED: That the Board of Trustees establish for the 1978-79 academic year the following annual tuition rates: $525 for undergraduate students who are residents of the Commonwealth; $900 for students at the Medical School; $670 for graduate students who are residents of the Commonwealth; and $1,550 for graduate students who are not residents of the Commonwealth. To establish further that present rates of tuition be increased in four stages commencing with the fall semester of 1976 in accordance with the following schedule:

ACADEMIC YEAR 1976-77

	Fall Sem. 1976	Spring Sem. 1977	Total
Undergraduate (resident)	161.	184.	$345.
Medical School	315.	345.	$660.
Graduate (resident)	236.	258.	$494.
Graduate (non-resident)	482.	547.	$1,029.

ACADEMIC YEAR 1977-78

	Fall Sem. 1977	Spring Sem. 1978	Total
Undergraduate (resident)	218.	262.50	$480.50
Medical School	390.	450.	$840.
Graduate (resident)	291.	335.	$626.
Graduate (non-resident)	645.	775.	$1,420.

ACADEMIC YEAR 1978-79

	Fall Sem. 1978	Spring Sem. 1979	Total
Undergraduate (resident)	262.50	262.50	$525.
Medical School	450.	450.	$900.
Graduate (resident)	335.	335.	$670.
Graduate (non-resident)	775.	775.	$1,550.

The foregoing tuition rates are not to take effect unless and until a financial aid program for implementation in the fall semester of 1976 is established and approved by the Board of Trustees on or before May 5, 1976; further that said financial aid program shall include provision for tuition waivers, partial or otherwise, for students with demonstrated financial need, which need shall be determined in accordance with federally approved need analysis procedures.

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A roll call was requested, and Trustees Abrams, Carlson, Croce, Healey, Rowland, Spiller, Troy, Weldon, Winthrop, Wood, Dennis, Morgenthau, Robertson, Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig, and Secretary Parks representing Trustee Dukakis voted aye. Trustees Clark, Gavin, Rothenburger, Shaler, and Shearer voted nay. Ayes: sixteen; nays: five.

The previous motion with respect to certification of not less than 95 percent of the cost of instruction for nonresident undergraduates was seconded and

VOTED: That the Board of Trustees, pursuant to the provisions of Chapter 684 of the Acts of 1975 (the appropriation act for Fiscal Year 1976), certify that the average annual cost of instruction for each undergraduate student at the University of Massachusetts is $1,598; further, that effective January 1, 1976, the tuition charged to all nonresident undergraduate students at the University of Massachusetts shall be $1,550 per year or $775 per semester; provided, however, that students participating in the New England Regional Student Program shall not be affected by this vote.

A roll call was requested, and Trustees Abrams, Carlson, Croce, Healey, Rowland, Spiller, Troy, Weldon, Winthrop, Wood, Dennis, Morgenthau, Robertson, Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig and Secretary Parks representing Trustee Dukakis voted aye. Trustees Gavin, Clark, Rothenburger, Shaler and Shearer voted nay. Ayes: sixteen; nays: five.

Application Fee

The Chairman next called for the proposed establishment of an application fee, which was mandated by state law. Upon motion made and seconded, it was

VOTED: That the Board of Trustees, pursuant to the provisions of Chapter 684 of the Acts of 1975 (the appropriation act for Fiscal Year 1976), establish an application fee of $10 for each applicant for admission to the University who is a resident

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of the Commonwealth of Massachusetts, and an application fee of $25 for each such applicant who is not a resident of the Commonwealth; provided, however, such fees shall not be charged to any applicant for admission to a program established for the disadvantaged, or to any student who shall have received an examination fee waiver from the College Entrance Examination Board. The administration at each campus is hereby directed to take reasonable steps to collect said fees for all applications received on or after July 1, 1975.

UM/Boston--Mid-Semester Tuition for College III

The next matter was the proposed Mid-Semester Arrangements for College III Students at UM/Boston. Chancellor Golino explained that this was a pilot program in which fifteen students had been admitted during November, and the campus requested that the Trustees authorize a reduced tuition rate for these students. There was no discussion, and a motion was made, seconded, and

VOTED: That the following schedule of tuition and fees be established for fifteen students participating in a fall semester pilot program at the University of Massachusetts at Boston, College III, beginning November 1, 1975:

Tuition (in-state):	$75.00
Tuition (out-of-state):	$275.00
Health Services Fee:	$11.00
Student Activities Fee:	$7.50

Budget Committee

FY 1977 Maintenance Budget Request (Doc. T76-033)

Chairman Healey called upon Trustee Carlson for the Report of the Budget Committee. Trustee Carlson informed the Trustees that the Committee had met to consider the FY 1977 budget request. The Committee members had reviewed the figures in the various staff papers provided to them and had questioned the Chancellors and other campus administrators closely. He pointed out that while the budget request exceeds the FY 1976 budget recently approved by the Legislature by $10 million, the increase over the FY 1975 expenditures is less than the inflationary increase since that time. He observed that the budget request for the President's Office was $300,000 less than FY 1975 expenditures. He pointed out also that there would be 350 vacant positions in the University system under the proposed request, and pointed out further that the dollar increases were virtually all in academic programs, with support services unchanged or negligibly increased.

Trustee Carlson informed the Trustees that the FY 1977 request had been forwarded to the Executive Branch after the November 26 Budget Committee meeting with the Committee's concurrence. When the final figures had been received by the University Budget Office, the Committee had met again and recommended a vote.

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The President was asked to explain the budget review process after the request is submitted. He said the budget request approved by the Trustees was submitted to the Executive Branch and was considered by the Executive Branch in the calculation and submission of the total Executive Budget, which is House I. Legally, however, the request to be voted today stands as the University's request to the Legislature which will be considered by that body.

Secretary Parks told the Board that Governor Dukakis had asked all departments to submit budgets which were not in excess of 90 percent of FY 1975 expenditures, which in the University's case would total $90 million. Therefore he would vote against the motion.

Trustee Eddy said, speaking as a part-time member of the University staff whose salary is paid by a federal grant, that the budget cuts of the magnitude proposed by the Governor for FY 1977 would be disastrous. She said she was personally aware of strong faculty members who were looking elsewhere for employment because they saw no future for the University. Therefore, she said, the Board would have to take a strong stand in favor of a level of funding adequate to maintain the quality of the University.

Chairman Healey agreed that this would be the position of the Board. He said the Board respected the Secretary's position, in view of the Governor's responsibility to allocate all the resources of state government, but he said the Trustees' responsibility was to act as representative of the interests of the University. There was no further discussion, and it was moved, seconded and

VOTED: To approve the Maintenance Budget Request totalling $105,112,093 for the University Operations and $11,175,181 for the University Hospital.

Secretary Parks cast a negative vote.

Nominating Committee

Health Affairs Committee

The Chairman turned to the matter of a Nominating Committee to make recommendations to the annual meeting in February. He asked for volunteers. He next informed the Board of the recommendation of the Executive Committee that the Board establish a new standing Committee to deal with matters pertaining to the Medical School and Hospital. The motion was made, seconded, and

VOTED: To establish, pending a revision of the Trustee By-laws, a standing Committee of the Board of Trustees to be named the Health Affairs Committee which shall review, and make appropriate recommendations to the full Board with respect to, matters relating to the Medical School and University Hospital. Further, to authorize the Chairman of the Board to appoint five to seven members of said Committee.

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Faculty and Educational Policy Committee

Implementation of Academic Personnel Policy

The Chairman next recognized Trustee Troy to report for the Committee on Faculty and Educational Policy. Truncating his report in the interest of saving time, Trustee Troy reported that the campuses had been asked to submit to the Board for its approval campus-level implementation guidelines for the Academic Personnel Policy (Doc. T75-125). There were no guidelines from the Amherst campus which required approval, and from the Boston campus there were two changes. These concerned Sections I and VI of the University of Massachusetts at Boston Academic Personnel Policy Implementation Guidelines which were entitled, respectively, Delegations of Academic Appointing Authority (Doc. T76-027) and Special Academic Appointments (Doc. T76-028). Upon motion made and seconded, it was

(Doc. T76-027)

VOTED: To approve the Delegations of Academic Appointing Authority for the University of Massachusetts at Boston, as set forth in Doc. T76-027.

(Doc. T76-028)

VOTED: To approve Section VI, "Special Academic Appointments (Doc. T76-028)," Academic Personnel Policy Implementation Guidelines of the University of Massachusetts at Boston.

Buildings and Grounds Committee

UM/Amherst--Naming of Recital Hall in Fine Arts Center

Trustee Spiller presented the proposed Naming of the Recital Hall of the Fine Arts Center at the University of Massachusetts at Amherst. There was a motion, which was seconded, and it was

VOTED: That the Recital Hall in the Fine Arts Center at the Amherst Campus be named "Bezanson Recital Hall."

There was no other business to come before the Board, and the meeting was adjourned at 5:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF BOARD OF TRUSTEES

February 4, 1976; 2:00 p.m.
Faculty Conference Room
Medical Sciences Building
University of Massachusetts/Worcester

TRUSTEE

PRESENT: Trustees and Trustee Staff: Chairman Healey, President Wood; Trustees Abrams, Breyer, Burack, Carlson, Clark, Croce, Dennis, Dukakis, Eddy, Gavin, Gordon, McNeil, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Shearer, Troy, and Winthrop; Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder; Ms. Rasmussen, Office of the Secretary

Absent Trustees: Trustees Okin and Spiller

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Cass, Executive Assistant to the President; Mr. Searson, General Counsel; Mr. White, the Assistant to the President; Mr. Cahill and Mr. Lewis, Staff Assistants

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Mr. Melley, Public Affairs Director; Ms. Rahaim, Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Professor Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Professor Marshall, Faculty Representative; Professor Patterson, Boyden Professor of the University

UM/Worcester: Chancellor Bulger; Professor Butcher; Dr. Wheeler, Chairman of the Department of Surgery and Hospital Chief of Staff; Professor Hittelman, Faculty Representative; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Professor Smith, Associate Dean for Academic Affairs and Provost; Mr. Brennan, Student Representative

Guests: Secretary Parks; Mr. Leroy Keith, Chancellor of Higher Education

New Trustees Welcomed

The meeting was called to order at 2:05 p.m. The Chairman began by welcoming two new Trustees to the Board: Sylvia K. Burack and Ogretta V. McNeil. He also mentioned that this was the first meeting in their official capacities of Chancellor Roger J. Bulger

of the Medical School and Jay Janis, Senior Vice President for Management and Business Affairs.

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Approval of Minutes of Previous Meetings

The minutes of two meetings were presented: those of the Board of Trustees of December 4, 1975 and those of the January 7 meeting of the Executive Committee. There was no objection or discussion and it was moved, seconded and

VOTED: To approve the minutes of the meeting of December 4, 1975.

VOTED: To approve the minutes of the meeting of January 7, 1976.

Remarks of the President

Crispell Report (Doc. T76-050)

The Chairman called on the President, who advised the Trustees of two documents before them: the Annual Report of the President and the final report of the Visiting Committee for the Medical School, the so-called Crispell Committee. The President expressed his gratitude to the distinguished members of the Crispell Committee and he said it had been most helpful in its two years of life in advising the Trustees on the goals of the Medical School and the opening of the University Hospital.

Opening of Hospital

The President continued that the Hospital had opened two weeks before, and he said that former Chancellor Soutter had been on hand to welcome the first two patients. He described it as an auspicious occasion.

UM/Amherst--Chancellor's Remarks

The President then called on Chancellor Bromery of the Amherst campus. Chancellor Bromery extended a personal welcome to Chancellor Bulger. The President next called on Chancellor Golino of the Boston campus, who informed the Board of his intention to bring to it a proposal for the merger of Colleges I and II on the Boston campus. He explained that the process of implementing the priorities for the Boston campus established by the Trustees had inevitably led to a consideration of the internal structure of the campus. He assured the Board that extensive and full consultation with the faculty would take place before he brought any proposal to the Board.

UM/Boston--Chancellor's Remarks

UM/Worcester--Chancellor's Remarks

President Wood next called on Chancellor Bulger of the Worcester campus. Chancellor Bulger expressed his satisfaction at assuming his duties on February 1, and related an experience which he said was revealing about his new position. He and his family were sampling various rides at Disney World in Florida. They encountered one ride, called "Space Mountain," which he felt was a parallel for his immediate future--a roller-coaster ride in total darkness. Fortunately, he said, they came through the ride without mishap. He then asked former Acting Dean Butcher to address the Board.

Future of Medical School

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Dr. Butcher began by expressing his pleasure at "moving from the kitchen to the dining room" at the Medical School. He then alluded to reports in the press of the intention of the Governor's Management Task Force to recommend the closing of the Medical School and the Hospital. He said that reports of such recommendations had an immediate negative impact and would severely compromise recruiting and the morale of the staff which had worked so hard to open the Hospital. He said he had actually received calls from patients asking where they should go now that the Hospital was to be closed. This institution, he said, should be given a chance to succeed.

Governor Dukakis said he hoped this would be the last time he would have to address this issue. He said he did not need to reaffirm his feelings on the issue, and added that there was no disagreement around the table about the need for, and fundamental mission of, the Medical School. Of course, he and all the Trustees must be concerned about the cost, and the sooner the Hospital could be placed on as near a self-sustaining basis as possible, the better. He said further that he hoped his fundamental position was clear, and that we could now proceed to make the Medical Center something to be proud of.

As for the so-called recommendations of the Governor's Task Force, he stressed that there are no recommendations and will not be for several weeks or months. This Task Force will have hundreds of recommendations across the spectrum of state government, he said, and recommendations are merely that--they are not policy. The Task Force's recommendations will be reviewed on their merits: some will be accepted and some rejected, but the Medical School and the Hospital clearly have the support of the Legislature and the Administration. The recommendations rumored in the press were nothing to worry about. The Republican minority in the Legislature, he pointed out, proposes the closing of the Medical School every week or so. He concluded by saying that he will deal with the issue in a positive and constructive way.

President Wood commented that such statements by the Governor were probably the most effective way to counter this kind of press rumor.

Report of Executive Committee

Revision to By-laws (Doc. T73-031)

Chairman Healey turned to the reports of the standing Committees. The first item to be presented by the Executive Committee was a series of proposed changes in the Trustee By-laws (Doc. T73-031). One would incorporate into the By-laws the Committee on Health Affairs established by the Board at its December meeting, and the other would merge the Committees on Budget and Finance. The Board had received drafts of other changes to be taken up at the March meeting, and they were encouraged to send their comments to the Secretary prior to the meeting. A motion was made and seconded, and it was

VOTED: To strike the words "(4) Committee on Finance; (5) Committee on the Budget" as appearing in Article III, Section 1 of T73-031 and insert in lieu thereof the following language:-- (4) Committee on Budget and Finance; (5) Committee on Health Affairs.

VOTED: To strike the words "The Committee on the Budget, and the Committee on Finance" as appearing in Article III, Section 4 (b) of T73-031 and insert in lieu thereof the following language:--and the Committee on Budget and Finance.

VOTED: To strike Sections 9 and 11 of Article III, as appearing in T73-031, and insert in lieu thereof the following language:--

SECTION 9. THE COMMITTEE ON BUDGET AND FINANCE. The Committee on Budget and Finance shall have the following powers and duties:

(a) To consider general policies relating to the formulation of budgets and the compensation policies for the several campuses and the University administration, and to make recommendations to the Board of Trustees with respect thereto.

(b) To consider and act upon operating budget requests and capital outlay budget requests submitted by the several campuses and to make recommendations to the Board of Trustees with respect thereto.

(c) To review proposals for the transfer of funds between subsidiary accounts, and to make recommendations to the Board of Trustees with respect thereto.

(d) To consider policies on annual merit increases and personnel staffing patterns, and to make recommendations to the Board of Trustees with respect thereto.

(e) To enlist and advance the cooperation and participation of the Board of Trustees in facilitating favorable action on the University budget by the General Court and the Executive department of the Commonwealth, and to make recommendations to the Board of Trustees with respect thereto.

(f) To consider policies and other matters pertaining to the investment of the endowment funds and

other funds of the University that may from time to time be invested and reinvested, and to make recommendations to the Board of Trustees with respect thereto.

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(g) To consider and act upon proposals by the Treasurer for action which the Board of Trustees may have generally or specifically authorized the Treasurer to take regarding the investment portfolio of the University with the concurrence of the Committee on Budget and Finance.

(h) To review the financial records and controls of the University; to review and develop policies respecting the receipt, management and disbursement of funds of the University from whatever source received, the purchase of services, supplies and materials, and internal controls over the same; to review proposals for tuition, fees, rents and charges; to consider policies and other matters pertaining to the leasing of private property by the University; to review audits of financial activities of the University and to report thereon; and to make recommendations with respect thereto to the Board of Trustees.

(i) To consider the fidelity and performance bonding of University personnel and to report thereon, and to make recommendations with respect thereto to the Board of Trustees.

(j) To review plans and programs to raise private funds for the University through special gifts, endowments, bequests and other means, and to make recommendations to the Board of Trustees with respect thereto.

VOTED: To amend Article III of T73-031 by inserting the following new section:--

SECTION 11. THE COMMITTEE ON HEALTH AFFAIRS. The Committee on Health Affairs shall have the following powers and duties:

(a) To review, consider, and make recommendations with respect to the health care and delivery systems of the University Medical Center at Worcester, including cooperative arrangements with State agencies and medical institutions.

(b) To review and consider recommendations from the Hospital Management Board.

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UM/Boston--Peninsula Development Trust Fund (Doc. T76-041)

The next item was a proposed Peninsula Development Trust Fund (Doc. T76-041) for the purpose of handling certain expenses relating to the planning and construction of the Kennedy Library as well as for possible further development at Columbia Point. There was no discussion and, upon motion made and seconded, it was

VOTED: To authorize the Treasurer of the University to establish a Peninsula Development Trust Fund for the purpose of providing for expenses related to the planning and construction of the John F. Kennedy Library and other development at the Columbia Point Peninsula. All expenditures from said trust fund shall be subject to the approval of the Chancellor of the University of Massachusetts at Boston and the concurrence of the President of the University. Further, that the sum of $7,500 be transferred to said trust fund from the Trustee Reserve Trust Fund Interest Account.

Personnel Policy for Professional Nonacademic Staff (Docs. T73-090R, T76-040)

The next matter in the Executive Committee report was the Reinstatement of the Provisions relating to Multi-Year Contracts in the Personnel Policy for Professional Nonacademic Staff (Docs. T73-090R, T76-040). These provisions had been eliminated from the policy during the budget crisis of the last year, but that action had caused serious problems on the campus. Sufficient knowledge of fiscal levels now exist with the adoption of the FY 1976 Operating Budget and the FY 1977 Budget request to allow these provisions to be reinstated retroactive to June 25, 1975. There was no objection and, upon motion made and seconded, it was

VOTED: That, upon the request of the President, as set forth in T76-040, the Board of Trustees reinstate, retroactive to June 25, 1975, the provisions of the Personnel Policy for Professional Non-academic Staff (T73-090R) concerning multi-year contracts.

Report of Budget Committee

FY 1976 Operating Budget (Doc. T76-039)

This completed the report of the Executive Committee, and Chairman Healey called on Chairman Carlson for the report of the Budget Committee. Trustee Carlson presented the FY 1976 Operating Budget Summary (Doc. T76-039). Reporting on the Budget Committee meeting of January 21, Trustee Carlson relayed the difficulties described by campus representatives of living within the available funds while endeavoring to maintain the quality of instruction. One of the anomalous situations, he said, was the requirement that the campuses receive executive branch approval through the critical needs procedure in order to fill critical vacancies.

Two notable developments in the Budget described by Trustee Carlson were:

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--Segregation of certain University-wide services into a separate category supported by contributions from all three campuses. The new classification will provide a more accurate reflection of support costs on all campuses.

--The separation for the first time of the Hospital appropriation from the Medical School appropriation. Although the Hospital appropriation was $5.5 million, the University had agreed to spend no more than $3.5 million, plus $720,000 in expected revenue.

Trustee Carlson reported that Secretary Parks had expressed a concern at the January 7 meeting of the Executive Committee about carefully controlling the costs of the Hospital. In an effort to allay this concern, which he said was shared by all Trustees, Trustee Carlson made a motion which he said would serve this purpose. The motion was seconded, and it was

VOTED: To reaffirm the commitment of the Board of Trustees to the objective of limiting the net cost of the University Hospital to the Commonwealth to $3.5 million for FY 1976. Further, to assure that the expenditure plan as set forth in the Operating Budget (Doc. T76-039) will carry out that objective. Further, to direct the Chancellor of the Worcester campus and the Senior Vice President for Management and Business Affairs to jointly review the expenditures and revenue of that campus periodically on a monthly basis, and to report to the Chairman of the Committee on Budget and Finance any adjustments to the Operating Budget needed to conform to the commitment made in October, 1975.

Trustee Carlson then proposed that the Board approve the FY 1976 Operating Budget. Upon motion made and seconded, it was

VOTED: To approve the University of Massachusetts Operating Budget for Fiscal Year 1976 as summarized in Trustee Document T76-039.

FY 1977 Maintenance Budget Request (Doc. T76-033)

The Committee had next discussed the status of the FY 1977 Maintenance Budget Request (Doc. T76-033). Although both the BHE and executive recommendations are lower than that of the Board, the Committee continues to believe that the request as submitted is realistic and that a lower figure would seriously impair the University's ability to maintain high standards of education.

Committee on Long-Range Planning

Chairman Healey called on Trustee Rowland for the Report of the Committee on Long-Range Planning. Trustee Rowland reported that the Committee had spent its January 7 meeting discussing and

recommending a statement and guidelines for enrollment on the Amherst campus. The guidelines for the Amherst campus are basically similar to those adopted for the Boston campus; there are two important new elements, however:

--Whereas the Boston campus anticipates further development, the Amherst campus is assumed to be at full size.

--While setting a limit on graduate enrollment, the new guidelines will make explicit reference to the special mission of the Amherst campus with regard to graduate education.

Trustee Rowland observed that the enrollment ceilings are about five percent higher than present enrollment and allow for necessary adjustments and future contingencies. She called attention to the Long-Range Planning Committee minutes in which it was made clear that the numbers were ceilings and not targets.

Trustee Rowland endorsed President Wood's commendation of the members of the Long-Range Planning Committee, of Chancellor Bromery and his staff, of the Program and Budget Council, and of Vice President Robinson and Assistant Vice President Cooley for their respective contributions. She described the guidelines as a significant step in the efforts of the Trustees to establish a planning framework within which the University can proceed.

Secretary Parks asked whether this document would mean that the University would be turning students away. He was informed that the University has had to do so for some time; applications always far exceed available spaces. Secretary Parks then stated that he believed that this statement should contain within it a list of priorities for the acceptance of students, so that students would not simply gain access on a first-come-first-served basis. Chancellor Bromery said that the mission of the public University was to serve the needs of those students who would not normally be able to attend private institutions. In his ten years at the University, students had never been accepted on a first-come-first-served basis.

Trustee Carlson pointed out the difficulty of establishing criteria for determining need which can be precisely interpreted. Secretary Parks said, however, that he believed figures were available and that there were means of categorizing students for the purpose of setting priorities. He further contended that the average income of students at the University does not reflect its mission as Chancellor Bromery described it.

Vice President Robinson described the ways in which the guidelines would increase access to community college students, and

she pointed out that the Trustees had always properly left admissions policy to the faculty as their area of special competence. Trustee Robertson commented that the University is a part of a total system of higher education and that in addition to the various types of public institutions, we must recognize the enrollment needs and opportunities of the private institutions of higher education. President Wood added that setting enrollment guidelines was an interplay of a complex set of forces, including overall demand, and pointed out that the emphasis of the statement was a concern for the nontraditional college students and not the 18-to-20-year-old group. He said, further, that the University's policies in this area must mesh with those of the state and community colleges as well as institutions in the private sector. Finally, he said the University must be as concerned with the quality of education given as with who has access to it; the sixties have shown that the disappointment at receiving an inferior education is greater than that of not gaining automatic access.

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Trustee Eddy expressed her gratification that the planning statement reflected a concern for the effects of growth on the Pioneer Valley, since the rate of growth and the undergraduate-graduate mix were of great concern and importance to the environment and economy of the region.

Upon motion made and seconded, it was

VOTED: That the Board of Trustees adopt the following policy statement and policy guidelines on enrollment at the University of Massachusetts/Amherst, subject to continuing review by the President and the Board of Trustees in consultation with the Chancellor and the campus community:

"For more than four years the Trustees have been concerned with the appropriate size and distribution of enrollment at the University of Massachusetts/Amherst. During that period, reductions in statewide enrollment projections, changing patterns of graduate school demand and prospects, shifts in the undergraduate profile and growing concern for environmental impacts have reinforced the importance of this review and the modification of early assumptions of continued and even unlimited growth.

"The Trustees consider the Amherst Campus to have reached full size and assume that shifting demands and new program directions at both the graduate and undergraduate level will be accommodated through the careful reallocation of resources, including existing academic facilities. The Trustees reaffirm the University's responsibility for high quality graduate education within the public sector and consider this to be a major and vital mission of the University of Massachusetts/Amherst. Meeting this commitment, however, does not require the continued expansion of graduate enrollment or an enlarged proportion of graduate students in on-campus

programs. By not including off-campus programs within the enrollment ceiling the Trustees intend to encourage further development of non-traditional programs, particularly at the graduate level. Protecting the opportunity for innovation will, of course, be particularly difficult in a time of budgetary constraints.

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"The Board of Trustees accepts the following enrollment guidelines for the University of Massachusetts/Amherst:

1. An overall enrollment ceiling of 23,500 FTE and 26,500 headcount students is established for the Amherst campus. This ceiling applies to all on-campus graduate and undergraduate students regardless of classification.

2. On-campus FTE graduate enrollment should not exceed 14% of total on-campus FTE enrollment.

3. In order to accommodate the increasing demand for transfer opportunity, the undergraduate FTE enrollment should include 40% lower division and 60% upper division students.

4. The Amherst campus should seek to increase educational opportunities for part-time, older, and other non-traditional students through regular on-campus as well as off-campus programs.

5. The Amherst campus should be encouraged to develop off-campus programs in several carefully selected fields, especially at a master's level, with the acknowledgement that off-campus graduate programs will require a careful reexamination of existing policies and procedures regarding full-time study requirements and student fees.

6. Enrollment in the Division of Continuing Education is currently under review and the present enrollment is not reflected in the projections; however, no significant change in size is contemplated until the review is completed.

7. The method for computing FTE and the definition of other appropriate enrollment terms (i.e. on-campus, off-campus, full-time, part-time, lower division, upper division) shall be established by the Planning Office in consultation with the respective campuses."

The Chairman then called on Trustee Troy for the report of the Committee on Faculty and Educational Policy. Trustee Troy explained that his report of the November 19 meeting of the Committee

Committee on Faculty and Educational Policy

Centralization of University

TRUSTEE

should have been made at the previous Board meeting, but due to the length of that meeting, he postponed his report. The meeting had been taken up largely with reports of the faculty representatives on faculty views of centralization of the University. Professors Marshall and Wilkinson, of the Boston and Amherst campuses respectively, he said, relayed the views of their faculties that further centralization of the University distances the administration from the teaching process and reduces necessary autonomy. Professor Hittelman of the Worcester campus explained that, since that campus did not have a governance system as yet, further discussion and study of the document known as the Hay Report would be necessary before the faculty could comment on it intelligently.

Trustee Troy reported that President Wood had called attention to the repeated efforts to explain and discuss the Hay Report with the campuses and to his press conference in which he had made the report a matter of public record. It was vital, he said, to separate the recommendations of the Hay Report from actual implementation. For example, the position of Vice President for Management and Business Affairs had not originated with the Hay Report but had been created by the Trustees on the recommendation of a study group chaired by Father Walsh.

Trustee Troy noted that several Trustees had expressed differing views on the issue of centralization: Trustee Croce quoted Clark Kerr as saying that centralization was more necessary in a time of shrinking resources, while Trustee Morgenthau said the opposite view could be defended with equally respectable evidence.

At Trustee Morgenthau's suggestion, the three faculties agreed to set up committees to review the issue in depth and to make formal reports to the Committee at its March meeting. Trustee Troy said he hoped these reports would be concise and specific.

In concluding his report on this discussion, Trustee Troy remarked that whatever virtues the Hay Report had, it had one serious weakness: it lacked a clear, precise prose style. In places it was dense and almost impenetrable, and he suggested that the misunderstandings which had arisen over it should serve as a lesson in the advantages of a liberal university education.

UM/Amherst--
Graduation Lists
(Doc. T76-042)

Trustee Troy then turned to the proposed approval of the Preliminary Graduation Lists for February at UM/Amherst (Doc. T76-042). There was no discussion and upon motion made and seconded, it was

VOTED: To approve and ratify the preliminary graduation lists of February, 1976, UM/Amherst, as certified by the recorder of that campus and as set forth in Doc. T76-042.

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Report of Nominating Committee

This completed the reports of the standing committees, and the Chairman again called on Trustee Rowland to report in her capacity as Chairman of the Nominating Committee. Trustee Rowland reported that the Committee had met and worked out Committee assignments, and she said that she believed that the assignments represented the best possible reconciliation of the needs of the Committees and the interests and abilities of Trustees. She said she was gratified that there had been no objections expressed to the nominations. Upon motion made and seconded, it was

VOTED: To confirm and approve the following Officers of the Board of Trustees, together with Committee assignments, for the period February 1976 to the annual meeting in 1977, as follows:

Chairman	Joseph P. Healey
Secretary	Gladys Keith Hardy
Assistant Secretary	Dorothy K. Eichel

The delegate to the Board of Higher Education and the Committee assignments for 1976-77 are as contained in Document T76-043.

Chairman Healey expressed his appreciation to the Trustees for choosing him to serve for another year as Chairman.

Report of Delegate to Board of Higher Education

The last item on the formal agenda was the report of the Delegate to the Board of Higher Education. Trustee Troy reported in his capacity as delegate, describing a state of flux in the Board because of resignations and retirements. However, he said the Board was fortunate in having Chancellor Keith, an able, resourceful and knowledgeable person who is managing well in difficult circumstances.

The Board had voted to file legislation to reorganize itself in terms of size and representation. Segmental representation would be eliminated and the membership would be reduced from twelve to eleven.

Finally, the Board had recommended a total budget for higher education for FY 1977 of $258 million--$27 million less than the institutions asked for, but $20 million more than the Executive recommendation in House I. This completed Trustee Troy's report.

UMTA Statement

Chairman Healey recognized Mr. Patrick Walker of the University of Massachusetts Tenants Association, who read a statement saying that the UMTA had been on a rent strike against the University in an effort to take over the management of married students housing. He said he had met with the Chairman, Chancellor Bromery and President Wood that morning, and that there appeared to be a procedure now for outstanding issues to be resolved. He told the Trustees that they would have to make a great effort to understand the complicated issues involved, and he said he hoped they would

substantiate their expressions of support by helping to get the problems resolved and the proposal acted upon.

TRUSTEE

Counsel Searson was recognized, and he disputed an allegation in a letter sent to the Trustees by the UMTA that the Office of the General Counsel had not acted on the legal issues as promised. He described the efforts undertaken by his office on these issues, including the drafting of two legal memoranda.

There was no further business to come before the Board, and the meeting was adjourned at 3:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

March 3, 1976; 2:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

PRESENT: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Carlson, Clark, Croce, Dennis, Gavin, Gordon, McNeil, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Spiller, and Troy; Mr. Callahan representing Trustee Anrig, Mr. Colby representing Trustee Winthrop; Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Ms. Judd and Ms. Rasmussen, Office of the Secretary; Mr. Mehegan, recorder

Absent: Trustees Abrams, Eddy, Fielding, Okin and Shearer

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Eller, Associate Vice President for University Policy; Ms. Frankel, Staff Assistant for Management and Business Affairs; Mrs. Hanson, Budget Director; Mr. Lewis, Staff Assistant for Budget; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Mr. Post, Assistant Vice President for Physical Planning; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Mr. Melley, Director of Public Affairs

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Baxter, Director of Budget and Control; Mr. Tubbs, Vice Chancellor for Student Affairs; Mr. Freeland, Dean of College IV; Mr. Larner, Director of Public Affairs; Professor Marshall, Faculty Representative

UM/Worcester: Chancellor Bulger; Professor Hittelman, Faculty Representative

Guests: Ms. Muriel Snowden, former Trustee; from Northeastern University: President Ryder, Vice President Hekemian, Acting Dean Phillip Crotty, Dean Kenneth Ballou; Ms. Susan Tehan, Executive Office of Educational Affairs; Mr. Leroy Keith, Chancellor of Higher Education

Approval of Minutes of Previous Meeting

The meeting was called to order at 2:00 p.m. Chairman Healey presented the minutes of the previous meeting. There were no amendments and, upon motion made and seconded, it was

VOTED: To approve the minutes of the meeting of February 4, 1976.

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The Chairman recognized Trustee Rowland, who made the following statement:

Former Trustees Snowden and Weldon

"I asked the Chairman if I could have the honor of presenting this motion today as a matter of personal privilege. I have had the greatest respect for Muriel Snowden and her achievements for many years, and so was very pleased to learn of her appointment as Trustee of this University in 1969. From the time of her first meeting, I like to think we established a special bond of friendship and concern for the University. The abrupt termination of her service leaves me with a sense of personal as well as institutional loss. In this respect, I am sure I speak for many others on the Board. Muriel Snowden is a beautiful and extraordinary person. I am pleased, Mr. Chairman, to offer the following resolution:

> 'Muriel Snowden has devoted her life to the problems of the less powerful and the disadvantaged. As co-founder and co-director of Freedom House, she has served the needs of the Roxbury community for more than twenty-five years. An imposing array of citations and awards attest to the breadth of her interests and quality of her public service.
>
> 'The University of Massachusetts has been deeply fortunate to share in this lifetime of service. In her seven years as a member of the Board of Trustees, she has worked with the Student Affairs, Faculty and Educational Policy, and Long-Range Planning Committees. During the tense period preceding the opening of the new campus at Columbia Point, she gave important help and counsel as chairperson of the Ad Hoc Committee on University-Community Relations. Not only did the campus open without incident, but a foundation was laid for a strong and positive relationship between the campus and its neighbors.
>
> 'Ms. Snowden has brought to her work on the Board not only intelligence and discernment but an intense human perspective. She has challenged us to consider the effect of any action on people and particularly on the students who are at the heart of our enterprise. Her personal commitments are strong, but her concern and humanity extend well beyond race, sex, age or income. She has invited us all to adopt a broad and serious view of our responsibilities. Muriel's wit, charm and wisdom will be sorely missed. The University and the Commonwealth are in her debt. '"

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Upon motion made and seconded, it was unanimously

VOTED: To adopt the resolution of appreciation for the service of Muriel S. Snowden.

Chairman Healey recognized Ms. Snowden, who described the "buddy system" which had operated between her and Trustee Rowland. Trustee Rowland took her in tow, she said, and helped her through so much.

Ms. Snowden thanked all the Trustees and faculty members of the University who had sent many warm and kind letters. She admitted that there had been a period during January when she had wondered about her service as Trustee. She said she had thought that her service had been in the interests of the greater University, but particularly in the interests of black students, black faculty and women. It was not the lack of reappointment itself, she said, but the manner in which it was done: she felt as if she had been unceremoniously dumped, and she suggested that this had serious political implications. She added that the public schools of the City of Boston were reaping the whirlwind of too much politics in education.

The mission of public education, she said, whether elementary or higher, was to provide options for people who might not otherwise have the opportunity to have access to an education.

Ms. Snowden also expressed great concern about the future of lay trusteeship. Her term had been an education to her, and she said that as many people on the outside as possible should have the opportunity to come to understand the inner workings of a major University. She called lay participation a strength of the University, and spoke of the warmth and harmony which existed among Board members of different backgrounds and points of view.

She said, finally, that she would treasure the resolution of appreciation along with the honorary degree, and she said she would never be an uncritical lover but a loving critic.

The Chairman next recognized Trustee Gordon to present a resolution of appreciation for Trustee Christopher J. Weldon. Trustee Gordon said he was honored to read the following resolution because of his admiration for Bishop Weldon's fourteen years of service:

> "Once again the Board of Trustees is saddened by the departure of one of its senior members. To those of us who remember when Bishop Weldon joined this Board, it seems impossible that fourteen years have passed. In all that time he has never ceased, in his firm but quiet way,

to reflect on the pressing issues he has faced and to focus on them his keen intelligence and his best judgment.

"Back in 1962 when the General Court and the Governor asked the University of Massachusetts to build a medical school, the Board of Trustees was indeed fortunate to have him with us. For he brought to this enterprise a wide and varied experience in the problems of medical care and delivery, which he had learned as Bishop of Springfield. He also brought a deep and compassionate sense of what a publicly-supported and publicly-committed medical school would mean over the years to the people of the Commonwealth.

"Again and again in the midst of arduous and tangled discussions we have heard the cool and reasonable voice of the Bishop lending a refreshing tone of perspective where it was sorely needed. He was articulate, he was experienced, and his was the position of one who always wanted to know how a decision would affect people. In his service to several Trustee Committees, including the Committees on Faculty and Educational Policy, Finance, and the Executive Committee, Bishop Weldon's enthusiasm, judgment and concern for a great resource of the Commonwealth never slacked or varied. Therefore, all of us who served with him, both in the recent past and over the long haul, join in expressing our gratitude and appreciation for his past and our best wishes for his future."

The motion was seconded, and it was unanimously

VOTED: To adopt the resolution of appreciation for Trustee Christopher J. Weldon

Chairman Healey asked all present to stand in an expression of appreciation for the Bishop's service. The Chairman added his personal endorsement of the sentiments expressed by the resolutions, and said that he was certain the new Trustees would carry out their responsibilities in accordance with the best traditions of trusteeship.

President's Remarks

The next matter was the Presidential Agenda, the principal item on which was a cooperative agreement in Management with Northeastern University. Before recognizing President Wood,

however, the Chairman said that he wished to express the University's recognition of the great services to the Commonwealth carried out by the private sector of higher education. No one, he said, had been more interested over the past several years in furthering cooperative arrangements between the University and the private universities than President Wood. He then called on the President.

Agreement with Northeastern University (Doc. T76-046)

President Wood said that he felt greatly honored by the presence of President Ryder and his colleagues from Northeastern University. Although the Trustees had had a policy calling for inter-University cooperation for many years, there had not been a program until now. In 1972 he had stated that the University stood ready to enter into such agreements, but it was not until November 1974 that legal counsel advised that questions about their propriety had been eliminated by the constitutional amendment removing the prohibition of state funds to private higher education. Chancellor Golino and Dean Richard Freeland of the College of Professional Studies had seized upon this opportunity to complete the negotiations with Northeastern, and for this he wished to express his admiration and gratitude toward them and toward his colleagues at Northeastern.

Upon motion made and seconded, it was

VOTED: To approve the agreement (Doc. T76-046) negotiated between the administration of the Boston campus and Northeastern University for a cooperative program in management allowing UMass/Boston students to enroll in advanced elective courses in management at Northeastern which are not currently offered at UMass/Boston; further, to authorize the Treasurer of the University and the Chancellor of the Boston campus to execute said agreement.

UM/Boston--Chancellor's Remarks

President Wood called on Chancellor Golino, who in turn thanked President Ryder and his colleagues for taking time out of a busy schedule to be here for this occasion. Chancellor Golino said that this agreement had one primary purpose: to enrich the opportunities of students attending UM/Boston. Students at UM/Boston in the College of Professional Studies would be able to take advanced courses at the School of Business Administration at Northeastern University. These courses would be available to UM/Boston students as part of their regular program and would be covered by their standard tuition payment. The University would reimburse Northeastern directly.

This program was not to be a substitute for the development of a sound management program at UM/Boston, but was meant to supplement with elective courses in specialized fields the basic work done at the Harbor Campus. It would help both sides,

he said: it would help UM/Boston because it would enable the University to develop a management program without having to hire faculty to cover all specialties, and it would help Northeastern because it would earn public support by the provision of services to students of the Commonwealth, a goal sought by many private universities in the Boston area.

This agreement was the culmination of many months of work on the part of Dean Freeland and Professor Patterson at UM/Boston and of Vice President Hekemian and Dean Crotty at Northeastern University. Finally, he said the program had been helped along by significant support by senior administrators on both campuses, particularly President Wood and President Ryder.

It would have been easy, said Chancellor Golino, for this agreement never to have happened. It would have been easy for UM/Boston to have insisted on a complete faculty and all the attendant resources to provide the specialties involved in a program in management. It would have been easy for Northeastern University to have avoided joining with a University which it has had occasion to regard as a competitor. The fact that this agreement had been consummated, however, pointed the way toward further agreements of this kind, and toward a new relationship between public and private institutions in Massachusetts.

President Ryder's Remarks

The Chairman recognized President Ryder. President Ryder said that as the new President of Northeastern University, he had committed himself to the realization of the dawning of a new day. A decade and a half of expansion was over, he said, and in this era of stabilizing enrollments and rising costs, the public and private sectors must join together to make the best use of faculty and resources. Both public and private should lay aside conflicts, he said, and keep in mind that the interests of the students of the Commonwealth are at stake. The important goal is to offer students the greatest possible variety of options at the lowest possible cost, both to them and to the Commonwealth. He hoped that this would also herald the beginning of cooperation among private institutions.

UM/Amherst--Chancellor's Remarks

President Wood next called on Chancellor Bromery of the Amherst campus. Chancellor Bromery reported first the establishment of forty $500 alumni scholarships to both incoming and presently enrolled students, to be awarded on the basis of academic merit.

Second, he announced a two-day series of programs on March 11 and 12 to commemorate the centennial of the visit in 1876 of President Clark of Massachusetts Agricultural College to Japan. President Clark, he said, is considered to be the father of agricultural education in Japan.

Finally, the Amherst campus School of Landscape Architecture had just received a five-year accreditation. He said

this was a point of particular pride to the campus, because the UM/Amherst School of Landscape Architecture was considered to be one of the best in the country.

UM/Worcester--Chancellor's Remarks

The President next called on Chancellor Bulger of the Worcester campus. Chancellor Bulger reported that the Medical School would receive an accreditation visit this month from the Liaison Committee on Medical Education of the American Medical Association and the American Association of Medical Colleges. He explained that new institutions are visited rather frequently, but when they have reached a certain stage of development they are considered for a four-year accreditation. This visit was for such an accreditation.

Second, Chancellor Bulger reported that he would be able to give the Board a report at its next meeting on the profile and breakdowns of the entering class of medical students for 1976. The selection process, he said, would be completed this month. Third, he described his enthusiasm for the Worcester Consortium of educational institutions. He said the Consortium was anxious to begin various cooperative arrangements, particularly in the area of allied health. This was now possible with the opening of the Hospital. Fourth, the patient census of the Hospital was running at a rate of about 35 patients per day, which he said was ahead of expectations, and he said the Hospital would soon be placing more beds into service.

Report of Executive Committee

UM/Worcester--Fund Transfer

Chairman Healey next turned to the report of the Executive Committee, and asked Trustee Carlson to report on the first item, a proposed Fund Transfer for the Worcester campus. Trustee Carlson reported that, as in any new institution, it had been difficult to plan the Hospital's account distribution. As a result of the supply consumption experienced by the University Hospital in its first several weeks of operation, it appeared necessary to effect a fund transfer from the 02 and 08 accounts into the 07 account to purchase supplies. Secretary Parks asked whether there would still be a surplus in the 02 and 08 accounts, and he was told that remaining funds would cover needs for the rest of the fiscal year. Trustee Carlson pointed out that there was under way on the campus a complete review of the account distribution which would be ready for presentation to the May meeting of the Board of Trustees. A motion was made and seconded, and it was

VOTED: To approve and authorize the transfer of $250,000 requested by the Worcester campus to meet additional needs for the purchase of medical and surgical supplies essential for the care of patients at University Hospital. The funds to be transferred into subsidiary account 07 shall be from subsidiary account 02 in the amount of $150,000 and from subsidiary 08 in the amount of $100,000.

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By-laws of the Board of Trustees (Docs. T73-031, T76-051)

Chairman Healey next presented the revised By-laws of the Board of Trustees (Docs. T73-031, T76-051). He explained that the changes proposed were of a minor nature, and he recalled that the Board had received the draft at the February meeting to provide adequate time for review and comment. Extensive discussion of the amendments having taken place at the Executive Committee meeting that morning, there was no further comment and, upon motion made and seconded, it was

VOTED: To rescind the present Trustee By-laws (Doc. T73-031) and adopt the revised Trustee By-laws (Doc. T76-051).

Report of Committee on Budget and Finance

Investment Report

Chairman Healey recognized Trustee Carlson of the Committee on Budget and Finance for his report. Trustee Carlson first reported that the Committee had heard a report on investment policy from its investment counsel, Mr. John Wood of Standish, Ayer & Wood, and had accordingly authorized Treasurer Johnson to carry out certain adjustments in the investment portfolio of the University.

Robert J. McCartney Endowment Fund

The next item was the proposed Establishment of the Robert J. McCartney Endowment Fund at UM/Amherst. Chairman Healey said he could think of no more fitting memorial to Bob McCartney and, upon a motion made and seconded, it was

VOTED: That the Robert J. McCartney Memorial Scholarship Fund for Orphans be established as an Endowment Fund for the purpose of making annually one or more awards to the nearest $100.00 from income earned during the preceding fiscal year to aid industrious and deserving students enrolled at any campus of the University. Selection of recipients shall be made by the campus committees on scholarships and financial aid and reviewed by the Treasurer of the University and by the Vice President for Management and Business Affairs or as the Board of Trustees may from time to time direct. Awards shall be made to needy and deserving students who do not have parents; he or she shall also be born in Massachusetts and be a permanent resident thereof for a period of one year prior to the academic period for which the grant is made. Unused income remaining after annual awards have been made shall be added to the principal of the fund at the close of the fiscal year.

Trust Fund Interest

Critical Needs

Continuing his report, Trustee Carlson said the Committee heard reports on the status of the Trustee Trust Fund Interest account, of the status of current developments in the critical needs process, and of the problems created by the unique position of the University with respect to the filling of critical needs positions. Chancellor Bromery had then given

a report to the Committee on program changes under consideration on the Amherst campus and had described a new program budgeting approach which helped to develop the program changes contemplated.

UM/Amherst--
Budget Process

The next item in Trustee Carlson's report was a proposal for Permanent Financing of the Campus Center at UM/Amherst (Doc. T76-047). Treasurer Johnson had engaged in careful study over many months and had presented this proposal which the Committee had discussed and concluded to be sound. Trustee Gavin had expressed certain reservations about the proposed inclusion of a commercial bank rental among the revenue-producing plans in the proposal, but it had been agreed that this matter could be resolved separately from that of permanent financing.

UM/Amherst--
Permanent Financing of the Campus Center
(Doc. T76-047)

Trustee Gavin was recognized, and she reiterated the three points made by a letter circulated to the Trustees: First, that the students were opposed to the proposal for a commercial bank in the Campus Center and that they understood the proposal to be inactive at this time. Second, that any changes in the Campus Center management should be submitted to student governing bodies for their approval. Third, that the students sought a clarification of the powers of the Campus Center Board of Governors, which would be elected for the first time on March 8.

Chairman Healey asked for further clarification of the bank proposal. Chancellor Bromery recalled that he had told Trustee Gavin that discussions on this matter were still in progress, and that any agreement would be discussed with the Campus Center Board of Governors. The Board of Governors had approved a commercial bank a year ago, he said, and the campus administration had gone on to solicit bids for the bank. He said he had not known about any opposition to it until the permanent financing proposal came before the Budget and Finance Committee. As a result of that opposition, however, the proposal had been tabled pending further discussion. The Chancellor pointed out that there was a $24,000 item in the Campus Center Budget which would have to be met somehow. The bank would benefit students, not the administration, and if there was to be no space rental to a bank, the $24,000 would have to come from some other source.

Trustee Carlson explained that the bank proposal was not central to the permanent financing proposal and could be considered separately. The important thing, he said, was to go to permanent financing and to do so as soon as possible. President Wood and Chairman Healey strongly agreed with this analysis.

Secretary Parks asked for a further explanation of the student opposition to the commercial bank, and asked Chancellor Bromery for an explanation of the agreement which is struck with the students when the students pay their fees for the support of the Campus Center.

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Trustee Gavin stated that the student opposition stems from a continuing conflict between cooperative and commercial interests in the building. She said that the students' credit union had been seeking space in the Campus Center and had been unable to secure it. She said that the main argument advanced for the commercial bank was that it could cash checks, while in her view a credit union could do so as easily as a bank. Secretary Parks asked whether the credit union would pay rent for the space as the bank was prepared to do. Trustee Gavin replied that she was not sure that the credit union could do so.

Chancellor Bromery stressed one point made by Secretary Parks, that the bank was prepared to pay rent while the credit union would not. He said there were very great differences between a credit union and a bank, and he saw no reason why they could not co-exist to perform different services. But a bank could provide many services which a credit union could not, and cashing checks was only one of the considerations.

The Chancellor pointed out that the management of the Campus Center was based on a set of agreements and by-laws which had been worked out several years ago, even before he had become Chancellor. He pointed out that the administration had obligations to the Commonwealth and the taxpayers as well as to the students. The administration must protect the interests of the taxpayers while at the same time providing the students with services. But it was not possible to let the students do what they wish with the building simply because their fees support the debt service.

Trustee Gavin said she understood this obligation, but observed that she had an obligation to the students, who had asked her what their input is into the management of the Campus Center. She said that she was willing to sit down with the Board of Governors and Trustee Shaler of the Trustee Student Affairs Committee and discuss a fiscally sound decision-making process which includes student participation. Chancellor Bromery suggested that initial discussions should take place with the campus administration rather than with the Trustees, and remarked that no such discussions had been initiated by the students with the administration about these concerns. Trustee Gavin said that the students had been skirting them for a while, but that they would be bringing them up in the next several months. Upon motion made and seconded, it was

VOTED: To request the University of Massachusetts Building Authority to seek permanent financing for Project #11 (Campus Center and Campus Center Garage) at available market rates for a total of $21,550,000 including the present note ($21,030,000), capital improvements ($250,000) and capitalization of the current debt ($270,000).

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Trustee Carlson resumed his report, proceeding to a proposed Management and Maintenance Agreement with the University of Massachusetts Tenants Association for Married Students' Housing at the Amherst campus (Doc. T76-048A). This was a complex proposal which had been discussed in a spirit of cooperation on both sides. The key issue had been whether such a delegation of management authority was legal with respect to the University's obligations to the Building Authority and the bondholders. The Chairman had felt that more discussion was needed, and the matter was therefore tabled and Counsel was directed to incorporate suggestions of Committee members in a revised draft of the Agreement for consideration by the Committee at a meeting held March 2. Although the Building Authority had not yet responded to a formal request for its position on the matter, the Committee had felt that the Board could proceed to authorize the Agreement. He read the motion, which included several conditions which must be fulfilled before the Agreement could take effect.

Trustee Spiller asked whether all rents withheld had been remitted to the University and Vice President Janis replied that he understood that they had not but would be as soon as the Agreement was ready to be signed. Trustee Spiller then asked what would happen if the Building Authority did not approve the Agreement, and Counsel Searson replied that it could not be executed. Trustee Spiller made the point that he regarded the withholding of rents as a serious matter. There was no further discussion and, upon motion made and seconded, it was

VOTED: To authorize the Chancellor of the University of Massachusetts at Amherst to execute a Management and Maintenance Agreement (as set forth in Doc. T76-048A) with the Student Family Housing Cooperative, for the management and operation of student family housing facilities at the Amherst campus; provided, that said Agreement shall not be executed until (1) it has been approved by the University of Massachusetts Building Authority; (2) a majority of the present tenants of such student family housing facilities have expressed their concurrence to this Agreement and the related rules and regulations for tenants; and (3) the Chancellor has determined that all monies now in the possession of either the University of Massachusetts Tenants Association or the Student Family Housing Cooperative, which monies constitute rentals due to the University but which have been withheld, have been remitted to the University.

Chairman Healey recognized Mr. Patrick Walker of the Tenants Association for a statement. Mr. Walker thanked Dr. Gage,

Mr. Janis and the Trustees for their hard work in bringing the proposal to completion. He also described the complexity of the administrative structure which the proposal had had to pass through and questioned whether such a structure was efficient. He maintained that cooperative management structures such as that being approved were more efficient.

Report of Committee on Faculty and Educational Policy

UM/Boston--Advisory Committee Report on College III

Chairman Healey next recognized Trustee Troy for the report of the Committee on Faculty and Educational Policy. Trustee Troy reported that the first item on the agenda had been a discussion of the Report of the Advisory Committee for College III at UM/Boston, known as the Altshuler Report, which Trustee Troy described as helpful, well-organized, well-written and clear. The overall judgment of the Altshuler Report was "favorable but guarded." Its major recommendations set forth by Professor Altshuler were: (1) that College III should keep more careful records so that data can be monitored more intelligently, and that (2) a committee of distinguished academicians should be established to monitor and advise the College in attracting more low-income students, reducing the high attrition rate, and ensuring that graduates have skills in reading, writing and analysis comparable to those of the other colleges. Dean Strange expressed support for the concept of a Board of Evaluators, and Trustee Troy said he believed Chancellor Golino intended to appoint one soon.

Another problem which was aired during the meeting was that of the difficulty of evaluating faculty for promotion and tenure when many come from nonacademic backgrounds. Trustee Troy said that some firm and fair agreement would have to be reached, since six faculty members would be due for a tenure decision this year.

The Report was critical of the work-study programs at the College. It had been pointed out that the work component of the program should complement the study component. Dean Strange had maintained that much progress had been made in this area but did not minimize the difficulties of finding positions for students that would move them toward their educational goals.

Trustee Troy urged all Trustees to read the Report, since he had stressed only the highlights. He added that the report had also included warm praise for the devotion of the hard-working faculty in scoring major successes with little planning time in the many innovative concepts and programs which College III had undertaken.

Trustee Burack said she believed that the proposed Board of Evaluators for College III should be not only distinguished, but competent in the areas to which it would address itself. Trustee Troy expressed confidence that Chancellor

Golino would certainly appoint persons to this Board with experience in competency-based education.

UM/Amherst--Degree in Food Engineering (Doc. T76-045)

Trustee Troy next presented a proposal for the Establishment of a Bachelor of Science Degree in Food Engineering in the College of Food and Natural Resources at the Amherst campus (Doc. T76-045). This was more a name change than a new program, since the focus of the Department of Food and Agricultural Engineering has gradually shifted more toward food processing in recent years. The change would require no new faculty or resources, Trustee Troy stressed. The students presently pursuing a degree in Food and Agricultural Engineering would be permitted to complete their studies, but no new students would be accepted in this course of study. Upon motion made and seconded, it was

VOTED: To establish a Bachelor of Science Degree in Food Engineering at the University of Massachusetts at Amherst as described in Doc. T76-045.

Report of Committee on Buildings and Grounds

Energy Savings

Chairman Healey asked for the report of the Committee on Buildings and Grounds. Trustee Spiller said the February 17 meeting had been long and informative, and that the minutes of the meeting were very complete. He spoke specifically about the success which has been achieved by the campuses in energy conservation. The Boston campus alone had saved $400,000 in calendar year 1975 over the preceding year. He said that the other campuses had achieved similar savings.

UM/Boston--Kennedy Library

Trustee Spiller said the Committee was informed that the Kennedy Library site selection was moving forward. The plan now is to build the library on the northeast corner of the peninsula, directly facing the outer harbor.

UM/Boston--Gymnasium

The next item was a discussion of the new gymnasium at the Harbor Campus. The Committee had expressed its grave concern over the delay in the project, and Trustee Spiller said the longer the project is delayed, the more it will cost.

The Committee had received reports on a number of other items, none of which required a vote. This completed the report.

Report of Committee on Health Affairs

UM/Worcester--Department of Laboratory Medicine (Doc. T76-049)

The Chairman turned next to the report of the Committee on Health Affairs, recognizing Trustee Robertson. The first item had been a discussion of a proposed Establishment of a Department of Laboratory Medicine at the Worcester campus (Doc. T76-049). This matter was discussed by the Committee and was transmitted without a vote to the Committee on Faculty and Educational Policy with the recommendation that it be passed on to the full Board.

The second item of business was a discussion of the composition of the Hospital Management Board mandated by the

UM/Worcester--Composition of Hospital Management Board

Medical Center By-laws (Doc. T76-034A). The discussion had focused on the kind of appointive members desired, and Trustee Robertson reiterated the kinds of skills and backgrounds suggested by the Committee. The conclusions which the Committee reached were: (1) that the members should be selected from as wide a spectrum of backgrounds as possible, (2) that the persons selected should be of the highest quality, and (3) that the persons selected should be approached in advance to ascertain their willingness to serve. The Committee hoped to give Chairman Healey a list of recommended individuals in time for his appointment by the April meeting. As to the procedure, Associate Vice President Eller would contact members of the Board of Trustees and appropriate staff on the campuses to solicit nominations. The Committee would then discuss the nominations at its meeting on March 30, and forward a list to the Chairman of the Board.

Secretary Parks asked whether there was an intention to include minority and female representation on the Hospital Management Board. Trustee Robertson said he would agree with the need for this and said the criteria for the appointive membership could be amended to include such representation. He stressed that the most important criterion was that of high quality. Chairman Healey remarked that the Trustees were always mindful of such representation in the appointment of committees.

UM/Worcester--Affirmative Action

This had completed the formal agenda of the Health Affairs Committee, but Trustee McNeil had raised the question of the progress made in the recruitment of minority and women medical students, faculty and professional staff at the Medical School. Chancellor Bulger did not have specific figures with him, but said he would be happy to provide specific information at the March meeting of the Committee. This completed Trustee Robertson's report.

Report of Delegate to Board of Higher Education

Chairman Healey asked next for the Report of the Delegate to the Board of Higher Education, and recognized Trustee Troy. Trustee Troy reported that the Board of Higher Education had met on February 19 with the Governor and Secretary Parks in the Governor's office. It was Trustee Troy's impression that the Governor wanted to get an idea of how the Board viewed its responsibilities in relation to higher education in general and public higher education in particular. Nothing conclusive had been decided upon at this informal meeting, but a number of topics had been discussed.

In fiscal matters, the Governor had felt that the BHE's recommended $27 million cut from the segmental budgets had been insufficient. It had been stated in reply that further cuts would be disastrous and would lead to large reductions in enrollments. The Board was reluctant to let this happen, because it wished to maintain access to higher education for all students with aspiration and ability. Discussion had also taken place on raising tuition and fees as a means of reducing the Commonwealth's

total contribution, but members of the Board again pointed to the problem of maintaining access.

The Governor had asked about the bill filed by the Board to reorganize itself, and seemed to leave the impression that he did not look favorably on the broad and ambitious reorganization of higher education advocated in some quarters. He said he would clarify his position in the spring.

Trustee Troy then reported on an action taken by the Board at its meeting on February 20, on the recommendation of its Affirmative Action Committee; namely, to forward to the chief executives of all the segments an advisory statement which advocated that layoffs, retrenchment or nonrenewal actions be conducted in such a manner as to minimize adverse impact on women or minorities. This completed Trustee Troy's report.

There was no further business to come before the Board and the meeting was therefore adjourned at 3:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

April 7, 1976; 3:00 p.m.
The University Library
University of Massachusetts/Amherst

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Burack, Carlson, Clark, Croce, Cronin, Dennis, Eddy, Gordon, McNeil, Morgenthau, Robertson, Rothenburger, Shaler, Shearer, Spiller and Troy; Mrs. Bluestone representing Trustee Fielding, Mr. Colby representing Trustee Winthrop, Mr. Callahan representing Trustee Anrig, Secretary Parks representing Trustee Dukakis

Absent Trustees: Trustees Rowland and Okin

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Post, Assistant Vice President for Physical Planning

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Mr. Melley, Public Affairs Director; Ms. Stack, Graduate Student Representative; Professor Tillona, Special Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Marshall, Faculty Representative

UM/Worcester: Chancellor Bulger; Professor Hittelman, Acting Faculty Representative

Guests: Professors Brown, Hart, Patterson, Powers, Robinson, Spaethling, and Tinder, and students Richard Hilli, Joanne Perlman, and Locksley Bryan, all from UM/Boston; Mr. Martus, UM/A

Approval of Minutes of Previous Meeting

The meeting was called to order at 3:10 p.m. The Chairman first presented the minutes of the previous meeting for amendment or correction. There being none, it was moved, seconded and

VOTED: To approve the minutes of the meeting of March 3, 1976.

President's Remarks

Chairman Healey called on the President for his remarks. President Wood began by stating that, as a matter of practice, he had always stood ready to meet with any responsible body of students or faculty for serious discussion of any issue. This was a reference to a discussion during the meeting of the Executive Committee about the character of student participation in

Trustee meetings. The President took this opportunity to reiterate this offer to the new student Trustee serving at his first meeting, Paul Cronin.

The President informed the Board that he had appeared before the Joint Committee on Education to testify as an individual with respect to proposals for reorganization of public higher education. He said that he believed Senate Bill #1371 to be the preferred proposal, but he said the process of consideration has just begun and he will suggest amendments as the process continues. He noted a broad concurrence of the legislative and executive branches that some form of reorganization is appropriate and timely. This concurrence was reassuring, he said, and in coming months it would be his concern to speak for the interest of the University.

President Wood further reported that he had met with 46 presidents of public and private institutions of higher learning at a meeting at the Worcester campus, and he stressed that the tenor of the discussion showed the importance of the public and private sectors continuing efforts to work together.

Finally, the President reported that he and the Chancellors had testified before the House Ways and Means Committee with respect to the University Budget. Though he believed House #1 to be too low a figure, he described it as a good starting point, and expressed satisfaction at the more constructive atmosphere in which the budget process for FY 1977 was being conducted.

Secretary Parks asked whether there would be an opportunity for the Board to discuss the bills filed in the Legislature for reorganization, and Chairman Healey replied that it had been his intent to initiate a discussion at the end of the meeting. However, since the subject had been raised, it could be dealt with at this point in the meeting. He said that, if the members of the Board wish, he would be prepared to call a special meeting in May for those members who would like to discuss the reorganization proposals. He suggested that the Trustees might wish then to appoint a special committee to follow the legislative process and keep the Board informed.

Secretary Parks suggested that copies of the bills be provided to the Board for review and discussion. The President said that this would be done, and the Chairman encouraged all Trustees to make their views known.

Trustee Burack commended the Chairman and the President for their commitment to openness as this process continues, and said it was a welcome contrast to the unfortunate atmosphere which had existed in the fall. She suggested that a special meeting might be held by all the segmental boards in order to

iron out their differences and take a common position. She said there were undoubtedly good things in each of the plans, and said she did not usually "buy packages." Such a procedure would be preferable to "a donnybrook on the steps of the State House."

UM/Amherst--Chancellor's Remarks

This completed the President's remarks, and he called on Chancellor Bromery of the Amherst campus. Chancellor Bromery began by saying that he regretted the atmosphere in which this meeting was being held. He hoped the Trustees would continue to come to the campus and that they would hold future meetings in the Campus Center, where more students could attend.

Chancellor Bromery said he believed that much of the problem that had been encountered was due to the reorganizing of student government committees, which had resulted in an inadequate mechanism for student input into issues before they are brought to the Trustees. A new student government administration had been elected to serve for a full year, and he hoped this problem would be rectified.

The Chancellor next reported that Professor Robert Wellman had been appointed as Ombudsman on the Amherst campus to replace Professor Jay Savereid, who had done an excellent job.

Chancellor Bromery reported that the UM/Amherst Three Critics art exhibition had been named to represent the United States at the Venice Bienalle, an international art exposition in Venice, Italy. He described this as a great honor for the University and the Commonwealth.

The Chancellor said he had read each of the bills filed to reorganize public higher education in the Commonwealth, and he urged the Trustees to review this issue with an eye toward ensuring the academic integrity of the University and in particular the Amherst campus. This concluded the Chancellor's report.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger of the Worcester campus reported that the Medical Center had received an accreditation visit the previous week, and the Liaison Committee on Medical Education of the American Medical Association and the American Association of Medical Colleges had informed him that it planned to recommend a three-year accreditation. He reported that the Committee had been pleased that the Hospital had opened and with the way it was functioning.

Executive Committee

This completed the Presidential Agenda, and Chairman Healey turned to the report of the Executive Committee. Since all the members of the Board present had attended the Executive Committee meeting just concluded, on motion made and seconded, without further discussion, it was

Board
4-7-76

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Classifications of Position Titles (Docs. T76-058, T76-061)

VOTED: To approve the classification of position title as set forth in Trustee Document T76-058.

VOTED: To approve the classification of two position titles as set forth in Trustee Document T76-061.

VOTED: The classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

VOTED: In accordance with the provisions of Chapter 648 of the Acts of 1962, the position titles in the Professional Staff contained in Doc. T76-058 and Doc. T76-061 are classified at a weekly salary rate specified after the title of position subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

Personnel Actions (Docs. T76-062, T76-059)

VOTED: To concur in the appointment by the Chancellor of the University of Massachusetts at Worcester of Dr. Philip S. Caper as Vice Chancellor for Health Affairs, effective July 4, 1976, and to approve the personnel action as set forth in Trustee Document T76-062.

VOTED: To approve the personnel action as set forth in Trustee Document T76-059.

VOTED: Every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under the provisions of Chapter 75 of the General Laws as amended by Chapter 648 of the Acts of 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

FY77 Budget Request (Docs. T75-033, T76-063)

VOTED: To concur with the recommendation of the President to approve the request of the Worcester campus to revise the Fiscal Year 1977 budget request for the University Hospital from $11,175,181 as appears in Doc. T75-033 to $9,500,000 as is summarized in Doc. T76-063.

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The Chairman introduced the matter of Financing of Building Authority Projects #11 and #14. He recognized Trustee Cronin, who cited portions of the University Governance Statement (Doc. T73-098) which assigned primary responsibility to students in activities primarily financed by students. He stated that, if the Trustees agree to transfer funds from the residence hall trust fund for the purchase of Project 14 land, they will be making a mockery of the governance procedure. While the Governance Statement assigns primary responsibility to students in these matters, in fact they have had only the right to review and make suggestions, without any effectual influence on the outcome. Trustee Cronin next introduced Student Government Co-President Jay Martus to make a statement.

Mr. Martus read a Trustee vote of 1966 establishing the Residence Hall Trust Fund which contained language setting forth the purposes for which the funds would be used: debt service and operation and maintenance of the residence halls. He then referred to a recent memorandum from Treasurer Johnson which said that surplus funds in the residence hall trust fund could be used for the purchase of land on Project #14.

Mr. Martus argued that these funds were not surplus, since the residence halls had deteriorated to the point of being uninhabitable. There was not now and would not be residence halls on the Project #14 land. He quoted several Office of Residential Life memoranda which had stated that $26 million would be needed over the next five years for maintenance, renovation and capital improvement of the halls in order to reverse the deterioration. The memoranda called for a schedule of one renovation and five refurbishments annually. The residence halls, he said, are now renovated on a forty-year cycle. The memoranda opposed the policy of compromising the value of the buildings in order to balance the budget. Mr. Martus concluded by saying that if this transfer to purchase the Project #14 land is approved, the Student Government Association will take legal action.

Trustee Shaler commented that the Committee on Student Affairs had discussed the plight of the residence halls, but that the first time he heard about this transfer was when he read about it in the Collegian. He said that the financial position of the residence halls would be difficult even without this transfer, and he said he was disturbed at the legal implications of it.

A review of the historical context of Project #14 and the residence hall system followed. With respect to Project #14, Chancellor Bromery said the land had been purchased at a time when the campus was expected to grow to 35,000 students. Another reason for the purchase was to prevent damage to the University environment by undesirable development. The Trustees had just decided to stop enrollment growth at 25,000 when he had become

Chancellor in 1970, and the construction costs for the project had risen so sharply, he said, that rents would have had to be $1000 a year. Therefore he had stopped the project. The project had been financed by short term notes, and it was no longer possible to roll these notes over; if they were not retired by April 15, the Building Authority would be in default. Therefore the University had no choice but to purchase the land so the Building Authority could pay off the notes. The money for the purchase had to come out of the Residence Hall Trust Fund because there was no other source. As for the condition of the residence halls, Chancellor Bromery agreed that a long-range renovation and maintenance program would have to be initiated, and he said he would do whatever he could to see that the funds in the Residence Hall Trust Fund are replaced from some source.

Several Trustees recalled that the Legislature had refused over the years to provide funds for the construction or support of nonacademic buildings such as residence halls. This necessitated the self-liquidating basis on which the residence halls were operated. It was noted that the effort to keep the rents and fees as low as possible over the years had contributed to the condition of the residence halls.

Trustee Breyer asked what alternative the students proposed. Mr. Martus said the students' position was that the transfer from the residence hall trust fund was illegal and incorrect, and that if not taking that course meant default, so be it. The impact of a default was discussed. Among other comments, Secretary Parks observed that if this were to happen, the result would be to alienate the legislative and executive branches, possibly resulting in a drastically reduced budget with its dire implications for the needs and interests of students.

The question was moved and seconded, and it was

VOTED: To rescind the Board of Trustees vote of March 3, 1976 pertaining to its Project 11 Financing request to the University of Massachusetts Building Authority and to substitute therefor:

VOTED: That a request be made to the University of Massachusetts Building Authority to undertake permanent financing for Project 11 (Campus Center and Campus Center Garage) at available rates for a total not to exceed $23,000,000 including Building Authority preliminary expense of not more than $300,000; and with respect to the preliminary expenses, further to recommend that the University agree to enter into a lease with the University of Massachusetts Building Authority for space in Project #11

for an annual amount equal to that portion of debt-service attributable to the amortization of the aforementioned preliminary expenses; provided that rental payments for such lease shall not be paid from the student fee-based budget.

VOTED: That the making of a Fourth Amendment to the Contract for Financial Assistance dated as of January 31, 1967 between the Commonwealth of Massachusetts and University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960 as amended and providing, among other things, for inclusion of certain expense in the Cost of the Project and for an increase in the Maximum Cost of the Project to which such Contract pertains, be and the same hereby is authorized; that the form of such Amendment presented to this meeting and each term, condition and provision therein contained be and the same hereby are authorized, in the name and on behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver an Amendment in the form presented to this meeting and providing, among other things, for a Maximum Cost of the Eleventh Project, as defined in said Contract as heretofore amended, of Twenty-Three Million Dollars ($23,000,000) and to cause the common seal of said University and of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of Amendment so executed is as hereby authorized and approved.

Campus Center Project Univ. Store Revenue Agreement (Doc. T76-064)

VOTED: That the making of a "Campus Center Project University Store Revenue Agreement" between the Board of Trustees of the University of Massachusetts, acting in the name and on behalf of the Commonwealth of Massachusetts, and the University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Management and Services Agreement between the Trustees and the Authority relating to the Eleventh Project of the Authority ("the Campus Center Project") dated as of December 1, 1969, and the operation and maintenance of university store facilities at the same Eleventh Project, is hereby authorized; that the form of such Campus Center Project University Store Revenue Agreement presented

to this meeting (Trustee Doc. T76-064) and each term, condition and provision therein contained be and the same hereby are approved; that said Trustees or a majority thereof hereby are authorized in the name and behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver a Campus Center Project University Store Revenue Agreement in the form presented to this meeting and to cause the seal of the said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of the Campus Center Project University Store Revenue Agreement is as hereby authorized and approved.

Campus Center Project Food Services Revenue Agreement (Doc. T76-065)

VOTED: That the making of a "Campus Center Project Food Services Revenue Agreement" between the Board of Trustees of the University of Massachusetts, acting in the name of and on behalf of the Commonwealth of Massachusetts, and the University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Management and Services Agreement between the Trustees and the Authority relating to the Eleventh Project of the Authority ("the Campus Center Project") dated as of December 1, 1969, and the operation and maintenance of food and beverage services facilities at the said Eleventh Project, is hereby authorized; that the form of such Campus Center Project Food Services Revenue Agreement presented to this meeting (Trustee Doc. T76-065) and each term, condition and provision therein contained be and the same hereby are authorized in the name and behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver a Campus Center Project Food Services Revenue Agreement in the form presented to this meeting and to cause the seal of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of the Campus Center Project Food Services Revenue Agreement so executed is as hereby authorized and approved.

VOTED: That the making of a First Amendment to the Management and Services Agreement dated as of December 1, 1969 between the Trustees of the University of Massachusetts, acting in the name and on behalf of the Commonwealth of Massachusetts,

and University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Eleventh Project of the Authority, be and the same hereby is authorized; that the form of such First Amendment to such Management and Services Agreement presented to this meeting and each term, condition and provision therein contained be and the same hereby is approved; that said Trustees or a majority thereof be and hereby are authorized, in the name and on behalf of the Commonwealth of Massachusetts, to sign, acknowledge if deemed advisable and deliver a First Amendment to such Management and Services Agreement in the form presented to this meeting and to cause the common seal of said University and of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of First Amendment to such Management and Services Agreement so executed is as hereby authorized and approved.

VOTED: To request the University of Massachusetts Building Authority to take the following action on Project 14: to forthwith terminate Project 14 in accordance with Article Twelfth of the Contract for Financial Assistance between the Commonwealth of Massachusetts acting by and through the Trustees of the University of Massachusetts and the University of Massachusetts Building Authority dated June 1, 1971.

VOTED: That the Board of Trustees authorize the Treasurer of the University to accept a Deed from the University of Massachusetts Building Authority, pursuant to Chapter 773 of the Acts of 1960, as amended, to the Trustees of the University of Massachusetts relating to a parcel of land in Amherst, Massachusetts, being the premises described in the Deed of Fraternity-Sorority Park, Inc. to the Authority dated July 23, 1971, and recorded in Hampshire Deeds Doc. 5944, Book 1600, Page 715.

VOTED: That in consideration for the Deed referred to in the preceding vote, the Board of Trustees authorize the Treasurer of the University to cause to be paid from the Residence Hall Trust Fund account to the University of Massachusetts Building Authority the sum of Three Hundred Sixty-four Thousand ($364,000.00) Dollars upon delivery of the said Deed.

Trustees Cronin and Rothenburger noted nay.

Committee on Long-Range Planning

Field Stations

Chairman Healey then called for the report of the Committee on Long-Range Planning. At the request of Chairman Rowland, Trustee Clark reported for the Committee. The first matter had been the University's several extension and field stations. President Wood had presented a brief historical sketch of the stations, saying they represented the land grant character of the University, and pointing out the breadth of their assistance to the general areas of food production and food technology.

The Committee had then heard reports from Dean Spielman and Chancellor Bromery on four of the stations administered by the Amherst campus. Trustee Clark conveyed the apologies of the Chairman of the Committee that the pressure of time prevented a more full discussion of the issues. Several Trustees had also expressed regret that such useful programs as those carried out by and at the field stations sometimes suffer financially because of low visibility, and the campuses were requested to provide further information to the Committee.

UM/Boston--Merger of College I & II

Trustee Clark next reported that the Committee had discussed the plan of Chancellor Golino to merge Colleges I and II at UM/Boston into a single college of liberal arts. The Committee had not discussed the academic, administrative aspects of the proposal, but specifically its consistency with Trustee-approved enrollment guidelines and development priorities.

The general conclusions of the Committee, after extensive discussion, had been:

1. That the Chancellor's plan was not in conflict with the development priorities for the Boston campus established by the Trustees;

2. that the gradual, selective development of graduate programs stated as the third point in the policy guidelines is not involved in this merger issue, and that the development of graduate programs must not interfere or be at the expense of, student support services and the undergraduate programs, and;

3. that, if a merger is approved, the highest priority must be given to the continuation and improvement of student services as the merger is implemented.

Committee on Faculty and Educational Policy

This completed Trustee Clark's report. Chairman Healey next recognized Trustee Troy for the report of the Committee on Faculty and Educational Policy. Trustee Troy reported first on a proposed Establishment of a Department of Laboratory Medicine at UM/Worcester (Doc. T76-049), explaining that the proposal had been endorsed by the Committee on Health Affairs

at its February meeting. At the request of Secretary Parks, Chancellor Bulger explained that this was an organizational change in line with current practice at most major medical schools, and that no additional staff or funds would be required.

UM/Worcester--
Department of
Laboratory
Medicine
(Doc. T76-049)

Upon motion made and seconded, it was

VOTED: To establish a Department of Laboratory Medicine at the University of Massachusetts at Worcester, as set forth in Doc. T76-049.

UM/Boston--
Merger of
Colleges I & II

Chairman Troy turned next to the proposed merger of Colleges I and II at UM/Boston. He declined to summarize the many arguments made at the Committee's meeting, since they were reported rather extensively in the minutes of the meeting. He summarized the Chancellor's position, which was supported by the Committee by a vote of four to two, with one abstention.

Chairman Troy said he believed it was important for the Trustees to be aware of the present situation with respect to the two liberal arts colleges. Although there were two colleges of liberal arts, there were not two different, parallel and balanced sets of departments. When the colleges had split five years ago, he said, two disciplines, Physics and Chemistry, had elected to remain outside the colleges altogether, while recently the mathematics department has received Assembly approval for reunification. All in all, he said, there were three programs on the Boston campus and 33 academic units or departments. Of these 33, eleven are now single departments, either serving both colleges or only one of the two.

Thus, eleven pairs of departments are still split. In the Chancellor's view, six of these eleven pairs either wished to reunite, or lacked a majority against reuniting. Of the remaining five pairs, the Chancellor believed three were seriously divided and two were definitely against the merger. Chancellor Golino had said that these views were his impressions, but that they had been based on credibility, because in the two weeks prior he had talked with almost every chairperson and about 80 faculty members.

Chairman Troy stressed the importance of realizing that the proposal was not for the merger of 33 pairs of departments. Much merging either never took place, has already occurred, or is irrelevant to the status of the disciplines.

Trustee Troy continued with a discussion of Chancellor Golino's reasons. The savings to be accrued from a merger, while not enormous nor of paramount importance, were real, and a merger would provide for more economical administration. A second reason advanced by the Chancellor was that merger would create critical masses of faculty necessary for the implementation of the Trustee-mandated extended-day program which would

increase access to working students. A department of fourteen members would be better able to distribute its assignments for the provision of such programs than a department of six members.

Another reason offered by the Chancellor was that the split had harmed the Division of Student Affairs, and that this Division's services would be more effectively provided in a unified College of Liberal Arts.

Chancellor Golino had denied that he had moved too quickly, reported Trustee Troy, but said he had perhaps waited too long, and said the reunification of the colleges would establish a structure that would bring a greater cohesion to the campus and facilitate the missions and goals of the campus. He had also made the point that merger did not imply any diminution of the strength, variety or numbers of programs.

Trustee Troy continued that the Committee had engaged in much discussion and had raised many questions, the implications of which were reflected in the carefully qualified vote which had been taken. The impact on the access of, and services to, students was a major concern, and implementation of the merger was a serious issue. Some Trustees had felt that the details of the implementation should have been spelled out as part of the Chancellor's proposal. Chancellor Golino had responded that he had such a plan, but that he had not felt it to be appropriate for him to offer it until the concept had been approved. This concern had been spelled out in the Committee's vote, and the Chancellor had described the implementation process in broad terms. He had expressed sensitivity to these concerns for flexibility in implementation. Trustee Troy then read the proposed vote.

Chairman Healey then recognized Chancellor Golino, who remarked that Trustee Troy's full summary of his (the Chancellor's) proposal had made unnecessary a repetition on his part. He presented, instead, a memorandum to the President which contained an overview of his implementation plan. The plan called for the establishment of a unified College of Liberal Arts as a general structure by the beginning of the academic year 1976-77, and contemplated no change in academic programming during that year. The plan was offered with the expectation that a number of matters relating to educational and organizational development will require another year to be arranged. The plan did not attempt to resolve, he said, all the details of implementation in advance, but to provide a broad framework to which concerned parties may constructively contribute.

The implementation of the merger would be placed under the supervision of a special committee which will report to, and be jointly appointed by, the Chancellor and the Assembly. The Chancellor said his implementation plan would be guided by two aims: to protect the interests of students, and to protect

the interests of faculty within the overall opportunities and constraints of the campus. He read several guidelines for the process which set forth in greater detail the specifics of the aims described above. His memorandum also described the process and the timetable by which the special committee would function. Under this timetable, implementation of all major features of unification should be accomplished by September 1977.

Chairman Healey thanked the Chancellor for his presentation, and turned to the presentations of interested individuals on the campus. He pointed out that these individuals, in line with Board policy, had submitted their names to the Secretary through the Chancellor in writing in advance of the meeting. Also in line with Trustee policy, each individual was asked to confine his or her remarks to five minutes, and the overall time frame was to be thirty minutes. He then asked Secretary Hardy to call on the individuals by name.

Professor Thomas Brown stated that he no longer opposed the merger as he had at the Committee's meeting. He had talked with many faculty since the Committee meeting, and had concluded that to reject the Chancellor's recommendation would discourage stability on the campus. He therefore said he wished to defer to the judgment of the Chancellor and the Committee, but stressed that in order for a merger to move forward successfully, an atmosphere of trust and generosity on all sides was essential. He welcomed the Chancellor's promise to involve all segments of faculty opinion in the implementation, and said the implementation committee and the new dean should have the confidence of the campus community.

Professor Eric Robinson stated the belief that simple structures are always to be preferred to complicated ones, unless there is substantial evidence to the contrary. He did not believe that the idea of student identification with colleges of either 5,000 or 2,500 was reasonable, and argued instead that class size and department strength were more meaningful. He described a misallocation of resources and an inappropriate competitive spirit under the split-college system and said that, while the merger might not save much money, it would release many faculty for teaching. Interdisciplinary programs, which had been said to be threatened by the merger, had existed before the split and could survive without it. Professor Robinson alluded to Chancellor Golino's intention to maintain equity in personnel decisions in a merged college, and added that he hoped that the merger would allow a more equitable process of personnel decisions.

Professor Francis Hart declined to repeat his statements at the Committee's meeting, but reaffirmed his opposition to the merger. He stressed the risks of the merger: what if this reorganization proved to be as unsatisfactory as the last several? He doubted that the risk was justifiable on the basis of the improvements to be gained.

Professor Robert Spaethling emphasized that all sides were concerned with the interests of students. He offered the view that faculty should be in the classroom more and spend less time in Committee work. The split system was created in different times under different circumstances, and should not be worshipped. This was an issue, he said, on which honorable persons could disagree, but he said that in such a situation strong leadership was needed if the faculty was to be persuaded to move forward constructively.

Richard Hilli, a student, argued that the merger would destroy the most valuable aspect of UM/Boston. Support services would be cut back, interdisciplinary programs would suffer and small, more personalized departments would become centralized. He also charged that students' views had been ignored by the Chancellor, remarking that he had not even waited for the results of the referendum in which 82 percent of those voting opposed the merger.

Locksley Bryan, another student, spoke in favor of the merger, citing personal experience with the difficulties of students in one college gaining access to courses in another. He also criticized the problems of student support services, saying that more than two years after arriving at UM/Boston, he still did not have an advisor. Speaking to the issue of maintaining both innovative and traditional approaches to education, Mr. Bryan said there was no reason why both approaches could not continue to exist in unified departments. Referring to the student referendum, Mr. Bryan expressed the view that students had not been well informed before the vote on what would and would not happen with a merger. He felt that the result of the vote suggested a manipulation of students.

Joanne Perlman, a student, argued against the merger. There were real differences between the colleges, including differences in requirements. She argued that interdisciplinary programs were possible only through the college system. As for the Trustee-mandated extended-day programs, she pointed out that College I had already decided on an extended-day program, and said that a merger would only delay such a program. It would be far better, she said, to perfect the present system than to destroy it.

Ms. Perlman was highly critical of what she regarded as the administration's and Trustees' disregard of students' views. The turnout of students for the merger referendum was the largest in UM/Boston history. She had told students that the Trustees would listen to their views, but now felt that both students and the UM/Boston Constitution were being ignored.

Professor Glenn Tinder said there were advantages and disadvantages in either system--there was no ideal system. But the greatest need was for the campus to settle down. He said he

did not believe that UM/Boston was a true university yet, that it was not sufficiently engaged in the process of teaching and research. The merger would represent yet another crisis with two years of reorganization for doubtful gains. He said the present system was workable, if not perfect.

Professor Richard Powers recalled, as one of the early proponents of the collegiate system, that there were to have been no differences between them. He noted that the present split liberal arts component was so different from what was envisioned at the start as to make the original theory irrelevant. He described the lack of interest in this issue on the campus: two faculty meetings called specifically to discuss it had failed of a quorum, and he observed that only 20 percent of the student body had cast ballots in the student referendum.

He said the campus had fallen far short of its aspirations, and many faculty were bitter at the inability of the campus to provide students with the education they deserve. He recommended that the Trustees support the Chancellor, because to fail to do so would be a victory of those on campus who would resist the Chancellor's efforts to make the campus a respected and effective institution.

Professor Marshall said that the Chancellor's plan did not emphasize educational philosophy, but was instead focused on issues of structure and leadership. She said that the campus was deeply divided, and the Trustees' judgment should be made on the basis of educational philosophy.

Chairman Healey next opened the meeting to discussion by Trustees. Trustee Rothenburger stated that he would oppose the merger. He maintained that students' input into the issue was articulate and showed that they were well informed. He also pointed out that students' views should be taken seriously, since they are most concerned. He said he objected to the process by which this proposal had been presented, and observed that there had been no plan for implementation until this meeting. If there is no merger today, he said, the University must begin immediately to address the outstanding problems on the campus. He then

> MOVED: That the merger be tabled until the plan that will show the positive effects that the merger will have on the academic and student support services is fully discussed by the Harbor Campus and Park Square Community.

The motion was seconded, but after brief discussion, Trustee Rothenburger withdrew the motion to ensure that the merits of the issue would be fully discussed by the Board. The Chairman then called on Secretary Parks.

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Secretary Parks stated that the UM/Boston campus had originally intended to serve the urban community, but stated that this proposal was a model for precluding this mission, from which he said universities everywhere were retreating. If there are problems, he asked, why could improvements not be made? If the Trustees were saying that the concept of a college system was a failure, then they were saying that the urban mission was also a failure. He said he would oppose the merger unless he heard a guarantee that the campus would continue to serve the urban community under a merged system.

Mr. Tubbs was recognized, and he told Secretary Parks that he was also concerned with urban students, but that the problem was that there had never been a budget sufficient to provide the necessary support services. He believed that the only way to provide these services was through a merger. He pointed out that programs and courses would not change.

President Wood commented that the concept of six liberal arts colleges had never spoken specifically to the urban mission, and that this was primarily a function of admissions and support services. In 1972, he recalled, he had been concerned with the fragmentation of resources represented by the division of the UM/Boston liberal arts component. He had been just as convinced, however, that this was a matter to be worked out by the campus itself. He still felt these concerns, he said, but he also felt a concern for the continuing divisiveness on the campus and a desire for the atmosphere of trust mentioned by Professor Brown. He added that he was gratified that progress in developing the implementation plan had been made since the meeting of the Faculty and Educational Policy Committee.

Trustee Gordon sensed, and shared, a great craving on the Boston campus for a stability that it had never had in its ten years of life. In response to Secretary Parks's comment, he said he believed that the urban mission was a University commitment, not a college commitment. The mission would stay the same, only the structure was to change. He said he would oppose any diminution of the urban mission.

Trustee Breyer said that this was clearly an issue on which reasonable people could disagree. There seemed to be agreement, however, that the system had not worked, and he suggested that it sometimes takes courage to admit that a system has not worked, that it is a normal reaction to say that more time is needed to give it a chance. Speaking to Secretary Parks's remarks, he observed that he knew universities with ten or fifteen colleges which did not attempt to address the urban community. He did not see how two colleges got the University closer to this objective than one. He expressed the opinion that a system which would permit faculty to spend less time on committees and more time in class seemed to him a good thing.

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Trustee Cronin called for the Trustees to think of students as consumers of higher education. Seen in this light, the students' overwhelming rejection of the merger should be taken seriously.

Trustee Dennis said that most parties seemed in agreement on the objectives of the merger, but were divided on the process. Apparently, he said, much progress had been made since the Committee meeting to mollify concerns about the process. He said he would vote for the proposal, and added that the implementation of the proposal would show whether he had voted correctly.

Trustee Troy said he would hate to see the proposal tabled, because he believed that the campus would be no more together in a month's time than it was today. He said the discussion at the Committee meeting had been full, even distinguished. He described the merger as an opportunity for a redefinition of liberal education.

Trustee Troy said he did not agree that this restructuring would threaten the urban character of the campus. He took issue with the suggestion that the merger would take away the faculty's hard-earned gains, and pointed out that the faculty was divided right down the middle on this issue: as many favored the merger as opposed it. He said he felt that the Chancellor's statement about the guiding principles of the implementation of the merger would have a healing effect on the divisive atmosphere of the campus.

Chairman Healey said he did not believe there was magic in structure: the main issue in a merger such as this was what effect it would have on people. He revealed that he had felt at first that this issue was perhaps not ripe for Trustee action but, after a long conversation with Trustee Troy and a careful examination of the Chancellor's implementation memorandum, he was convinced that to wait might aggravate the divisiveness on the campus. He was prepared to accept the judgment of the Chancellor. Sometimes, he remarked, it is necessary for the Trustees to make hard decisions.

Trustee Robertson took strong exception to the implication which he said had been made in several statements made earlier: that if the Trustees do not agree with the students, they are guilty of not listening to them. As a Trustee, he said, he listens as carefully as he can, then makes a decision on his own best judgment.

Trustee Morgenthau said she would vote against the merger. Though she was encouraged by the evident progress with respect to implementation since the Committee meeting, she still was not convinced that sufficient efforts had been made to

achieve a consensus. She said the energy of the opposition had apparently stimulated the steps toward reconciliation that had been taken, and added that she intended to keep up the opposition. She saw no holiness in structure, but she believed feelings were important, and she saw greater sanctity in the investment of individuals over the years in building a structure. If the process from here on really took into account all shades of opinion on the campus, perhaps something would be accomplished. She hoped that this would happen.

Trustee Burack said she was encouraged that there was now an implementation plan, but she said she could not vote on a plan she had not seen. The Chancellor's plan must be seen and studied by the Trustees, in her view. She said she was not convinced that everything possible had been done to rectify the several problems described earlier--student services, cross-registration, interdisciplinary programs, etc.--within the context of the present system.

Trustee Croce expressed his feeling of reassurance at the Chancellor's statement, and said he believed that the guidelines for implementation that he had described would bring the campus together.

Trustee Rothenburger

MOVED: That the merger be tabled until the plan that will show the positive effects that the merger will have on the academic and student support services is fully discussed by the Harbor Campus and Park Square Community, and that at the April 1977 meeting of the Board of Trustees the Faculty and Educational Policy Committee review the plan and recommend or not recommend the merger.

The motion was seconded and, upon a vote, failed. The main motion was seconded and it was

VOTED: To accept the recommendation of the Chancellor of the Boston campus that a single college of liberal arts be established by the merger of Colleges I and II, provided that the implementation of the merger take place giving first priority to the resolution of student problems, including effective response to their needs and the expansion of their opportunities; provided further that the implementation of the merger should be flexible, taking appropriate account of differing procedures and differing patterns of development over the past five years; and provided further that the plan for implementation be circulated to the Board of Trustees prior to such implementation.

Nay votes were cast by Trustees Morgenthau, Burack, McNeil, Rothenburger, Cronin and Secretary Parks.

Chairman Healey reported that campus security officers had advised that the meeting be ended as soon as possible. He therefore asked Trustee Carlson, Chairman of the Committee on Budget and Finance, to offer five motions with respect to the proposed Management and Maintenance Agreement at UM/Amherst (Doc. T76-048A), a Health Maintenance Organization at UM/Amherst, the extension of University Health Services at UM/Amherst, a proposed Media Services Trust Fund at UM/Boston (Doc. T76-057) and a proposed course fee for the summer session at UM/Boston. The motions were seconded and it was

UM/Amherst--Management and Maintenance Agreement (Doc. T76-048A)

VOTED: (1) That the vote of March 3, 1976 pertaining to the proposed Management and Maintenance Agreement with the Student Family Housing Cooperative be rescinded, and (2) that the Chancellor of the University of Massachusetts at Amherst be authorized to execute a Management and Maintenance Agreement (as set forth in Doc. T76-048A) with the Student Family Housing Cooperative, for the management and operation of student family housing facilities at the Amherst campus; provided, that said Agreement shall not be executed except upon the following conditions: (a) the University of Massachusetts Building Authority shall have been informed of the proposed Agreement and, upon review, shall not have stated any objection thereto or disapproval thereof; (b) a majority of the present tenants of such student family housing facilities shall have expressed their concurrence to this Agreement and the related rules and regulations for tenants; and (c) the Chancellor shall have determined that all monies now in the possession of either the University of Massachusetts Tenants' Association or the Student Family Housing Cooperative, which monies constitute rental due to the University but have been withheld, have been remitted to the University.

UM/Amherst--Health Maintenance Organization (Doc. T76-052)

VOTED: To authorize the Chancellor of the Amherst campus and the Treasurer of the University to enter into a contract or contracts with the Valley Health Plan, Inc., a Health Maintenance Organization, and Amherst Medical Associates, a private medical group practice, to establish an HMO through which faculty, staff, and their dependents may receive comprehensive health care services on a prepaid basis.

Board
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UM/Amherst--
University
Health Services

UM/Boston--
Media Services
Trust Fund
(Doc. T76-057)

UM/Boston--
Summer Session
Course Fee
(Doc. T76-054)

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VOTED: To authorize the administration of the Amherst Campus to extend the existing student health program to provide for the optional inclusion of dependents of students for an additional fee; provided, however, no such extension shall be implemented until the fee has been determined and approved by the Board of Trustees.

VOTED: To authorize the Treasurer of the University to establish a Media Services Trust Fund for the Boston campus, said trust fund to consist of fees, charges or rentals assessed for use of equipment or facilities of the Media Center at the Boston campus in connection with contracts made for production and related services, and available overhead payments and any other monies made available for the purpose by gift, grant or bequest; funds held in such trust fund may be disbursed for repair and maintenance of equipment at said Media Center, for the purchase of supplies, furnishings and additional equipment, for salaries and other remuneration of personnel engaged in production services at the Media Center and for related expenses, all as more particularly set forth in Trustee Document T76-057.

VOTED: To establish a course fee for the summer session at the Harbor Campus at the rate of $25.00 per credit hour.

There was no further business to come before the Board, and the meeting was therefore adjourned at 6:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

May 5, 1976; 1:00 p.m.
Twenty-first Floor Conference Room
One Ashburton Place
Boston, Massachusetts

ATTENDANCE:

Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Carlson, Croce, Cronin, Dennis, Eddy, Gordon, McNeil, Morgenthau, Robertson, Rothenburger, Rowland, Shaler, Spiller, Troy, Winthrop, Mr. Callahan representing Trustee Anrig, Mrs. Kaplan representing Trustee Okin, Mrs. Bluestone representing Trustee Fielding and Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Ms. Eichel, Assistant Secretary; Mr. Mehegan, recorder

Absent Trustees: Trustees Abrams and Shearer

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Wilkinson, Faculty Representative; Mr. Martus, Co-President of the Student Government Association; Mr. Melley, Director of Public Affairs

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Mr. Larner, Director of Public Affairs; Professor Gaffney, Faculty Observer

UM/Worcester: Chancellor Bulger; Professor Susan Smith, Faculty Representative

Guests: Theresa Conti, Student Trustee-elect, UM/Boston; Susan Tehan, Executive Office of Educational Affairs

Chairman's Remarks

The meeting was called to order at 1:15 p.m. Chairman Healey began by explaining the reason for the location of the meeting at the John W. McCormack State Office Building. He said the verbal abuse and physical intimidation experienced by some Trustees at the last two meetings on the Amherst campus brought about this change. He hoped this would be temporary, he said, but until he received positive assurance from faculty, students and administration that these problems would not arise again, the Board would not hold its meetings on the campuses.

He continued that the problems with which the Trustees must deal are complicated, and action is considered and taken only after a lengthy process of study by Committees and advice from administrators. Some Trustee decisions are unpopular--tuition, for example. It would have been easy for the Board to have taken no action on tuition, in deference to the strong opposition to a raise on the part of students. But it is the responsibility of the Board to remember the interests of the Commonwealth as a whole, and to remember that it receives an annual appropriation in excess of $100 million. It cannot responsibly flout the sentiments of the Legislature and the public.

As for the conduct exhibited at the previous Trustee meetings, the Chairman said the meetings of the Board of Trustees are not town meetings, with guaranteed participation by all who attend. Participation of non-Trustees is by permission of the Board and only after due procedure. Review of policy proposals takes place on the campuses, then in the President's office, then before appropriate Committees of the Board, and comes before the full Board only when it is ripe for action. Student and faculty participation in these policy developments cannot start at a meeting of the full Board.

He said that if the governance system were defective, as had been charged by some, then the proper action was to re-examine that process. Faculty and students are not natural adversaries, he said, and he hoped that the proper spirit of cooperation and understanding can be re-established, and that the Trustees can return to the campuses as soon as possible.

Approval of Minutes of Previous Meeting

The Chairman then submitted the minutes of the previous meeting. There were no amendments or corrections, and it was moved, seconded and

VOTED: To approve the minutes of the meeting of April 7, 1976.

Introduction of new Student Trustee-elect

Chairman Healey called the Board's attention to the presence of Ms. Theresa Conti, the new Student Trustee-elect from the Boston campus. Trustee Rothenburger would serve for this meeting, he explained, and Ms. Conti would be sworn in in time to act as Trustee for the June meeting. Chairman Healey then called on President Wood.

Remarks of the President

The President began by informing the Board that the Student Government Association at UM/Amherst had invited him to address the Student Senate. He said he was grateful for this invitation, and remained ready to respond to such invitations by any campus constituencies. The President then thanked the building superintendent, his staff and Chief Doherty for the arrangements for the Board meeting. He then called on Chancellor Bromery.

Chancellor Bromery informed the Board that he had gathered information about the disturbances at the April 7 meeting. With regard to a set of demands sent to all Trustees and signed by four members of student government, he observed that this letter did not pass through the Chancellor's office in accordance with the governance procedure. He said he intended to make a formal response to the letter.

The Chancellor said there was a need for better communication through the campus mass media of the procedures by which campus constituencies may make representations to the Board. He observed that the University Bulletin had served as a useful organ of communication from the administration to the campus but that the Bulletin was not now publishing because of the budget crises of last year.

Finally, Chancellor Bromery announced that six persons would receive honorary degrees from the Amherst campus at commencement: Germaine Bree, James U. Crockett, Sarah Caldwell, John W. Haigis, Allan Morgan and Carl T. Rowan. Mr. Rowan would be the commencement speaker.

Secretary Parks raised the issue of student access to the Board. He agreed on the whole that a meeting with an agenda should not become a forum for unrestricted debate. But there was a natural desire, he said, for students to want to address the Board when assembled as a whole, rather than through Committees. There ought to be a mechanism for this to take place.

Chairman Healey and Trustee Spiller said there was such a mechanism and that, even though some twenty students and faculty spoke to the Board at the April meeting, there were still accusations that the Trustees do not listen. Trustee Shaler said that, in principle, he cautioned against violating the spirit of orderly governance by making a clear path between the Board and all who might wish to address it.

Chancellor Bromery observed that many of the problems which people seek to bring before the Board can and should be resolved at the campus level. The Chancellor replied that ultimate power resides at the Trustee level, but the Chancellor is more than a mere conduit. He has a certain amount of authority on the campus.

Trustee McNeil said it was important for the students to have access to the Trustees, and she said she hoped that the Board would return to the campuses soon. There was a feeling of distance between the Trustees and the campuses which should not be exacerbated by meeting far from the campuses. She said she was concerned with the safety of Trustees, but at the same time did not wish to overreact. There did seem to be a lack of clarity on the campuses with respect to the proper procedure with respect to

addressing the Board.

Trustee Cronin said he had endeavored to educate persons on the campus to the fact that most of the work on issues takes place on the campus, then before Committees of the Board. He said, however, that when there is an information gap it becomes difficult to operate within the system. He said the merging of the Office of Veterans' Affairs with the Financial Aid Office, for example, was carried out without consultation with veterans. It is difficult to respond to such issues when the students do not know about them until they are on a Committee agenda.

Trustee Robertson said that this was only partially a governance problem. But no amount of communication will change one thing: no plan will work without top management support. The Board should hold all levels responsible for hearing input from students, so that fewer issues would come to the Board.

UM/Boston--Chancellor's Remarks

President Wood recognized Chancellor Golino for his remarks. Chancellor Golino reported first on the progress of the reunification of Colleges I and II at the Boston campus. He informed the Board that a Committee to oversee the process had been established, members had been appointed, and the charge had been given. He then read the charge of the Committee on Unification. The Committee had met twice, he said, and he hoped to have an implementation plan to present to the Trustees next week. He then introduced Professor Matthew Gaffney to present certain information on behalf of the UM/Boston faculty.

Professor Gaffney read the results of a poll on confidence in Chancellor Golino taken in the College I Senate. The full-time faculty of College I was 54.9 percent confident.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger said he was pleased for once to have nothing more earth-shaking to report than that two lady medical students had finished first and third in a Worcester ten-mile foot race. One male student had finished well enough to qualify for the Boston Marathon.

Old Business

Chairman Healey brought up the April meeting again in connection with several votes taken at the end of the meeting. These votes, he said, could not have been postponed to the May meeting because they affected summer school fees, married student housing which called for a poll of the tenants, and the HMO, which involved negotiations for a federal grant with a deadline. At the same time, there had not been enough time to discuss them because the campus public safety chief had advised him to conclude the meeting due to continued student disturbance. There had been inquiries with respect to the HMO at Amherst from Trustee Eddy and Chancellor Bromery would respond directly to her. He added that progress in the development of the HMO would be reported to the Board in the future.

Chairman Healey then said that some agenda items had been postponed from the April meeting. They had all been part of the report of the Committee on Budget and Finance and he then recognized Chairman Carlson to introduce these actions.

UM/Boston--Babette Schiller Spiegel Memorial Fund (Doc. T76-053)

Trustee Carlson proposed the establishment of the Babette Schiller Spiegel Memorial Fund at UM/Boston (Doc. T76-053). There was a question about the size of the fund, and Treasurer Johnson said there was at present about $6,000 available but substantial additional funds were anticipated. Upon motion made and seconded, it was

VOTED: To authorize the Treasurer of the University to establish the Babette Schiller Spiegel Memorial Fund for the purposes set forth in Trustee Document T76-053; further that the Chancellor of the University of Massachusetts at Boston be designated as the officer of the University to act in consultation with the Advisory Committee as more particularly set forth in said Trustee Document.

General Summer Session Trust Funds

Trustee Carlson introduced the General Summer Session Trust Funds for UM/Amherst and UM/Boston. He explained that the campuses could not afford to continue offering a summer session supported from the operating budgets, and faced the choice of levying a fee for summer courses or discontinuing the summer sessions because the state appropriation does not acknowledge the cost of academic programs offered in the summer. The Board had voted a $25 fee for the summer session at UM/Boston at the April meeting. This action would establish the Trust Funds for the collection of these fees at both campuses. One of the advantages of charging the fee would be to make it financially feasible to attract additional students. In response to a question from Trustee Burack, it was explained that the fee was competitive with similar fees charged by private institutions.

Trustee Shaler reported that Trustee Rothenburger had expressed concern about the precedent-setting nature of this proposal when it had been discussed at the meeting of the Committee on Student Affairs. The Committee had been assured that charging a fee was a last resort, said Trustee Shaler, and he said he hoped that it would be the last time it would be necessary. A motion was made and seconded and it was

VOTED: To authorize the Treasurer of the University to establish an Amherst campus General Summer Session Trust Fund to be used to implement a fee-assisted summer session at said campus. The Trust Fund shall be used for the collection of the course fees established by the Board of Trustees and for the payment of all direct instructional costs of the summer session program; further, to direct the administration

of the Amherst campus to conduct a review of the said fee-assisted summer session and to report back to the Board in the fall of 1976.

VOTED: To authorize the Treasurer of the University to establish a UM/Boston General Summer Trust Fund to be used to implement a fee-assisted summer session at said campus. The Trust Fund shall be used for the collection of the course fees established by the Board of Trustees and for the payment of all direct instructional costs of the summer session program; further, to direct the administration of the Boston campus to conduct a review of the said fee-assisted summer session and to report back to the Board in the fall of 1976.

UM/Boston--Health Services Fee

The next unfinished matter to be presented by Trustee Carlson was a Health Services Fee at UM/Boston. This proposal would levy a health fee for part-time students equal to 50 percent of that paid by full-time students, and would establish the fee in the same relative proportions for graduate students. A discussion arose as to whether a student taking only one course would have to pay this fee, and it was admitted that such a student would. After discussion, it was agreed that the motion should be amended so that the Chancellor could handle extraordinary cases administratively. A motion was made and seconded and it was

VOTED: That commencing with the 1976-77 Academic Year, all part-time graduate and undergraduate students at the University of Massachusetts at Boston be required to pay a health service fee in the amount of 50% of the health service fee required of full-time students; further, that full-time graduate students be required to pay the same health service fee required of full-time undergraduate students; provided, that the aforesaid fees shall be authorized for the 1976-77 Academic Year only, and that the administration of the Boston campus be directed to review the said fee and to report to the Board no later than its April meeting, 1977, on the feasibility of having said fee optional for part-time students. The Chancellor of the University of Massachusetts at Boston shall be and is hereby authorized to waive the fee to be paid by part-time graduate and undergraduate students at his discretion.

Report of Executive Committee

Need-Based Tuition Waiver Policy (Doc. T76-071)

Having concluded the unfinished business from the previous Board meeting, the Chairman next turned to the reports of the standing Committees. He called on President Wood to report for the Executive Committee. President Wood addressed first the proposed Need-Based Tuition Waiver Policy (Doc. T76-071). He commented that this proposal had been reviewed by two other Com-

mittees of the Board--the Student Affairs Committee and the Budget and Finance Committee. The proposal was a response to the Board's vote of December 1975, which had made it a condition of the tuition increases to establish a program which would meet the financial needs of students. At the time, insufficient information about student need and the magnitude of federal resources was available, and this proposal was based on the information which had been gathered since December in these areas. Since this issue had been ventilated before two Committees, the President called on Trustee Shaler to speak for the Student Affairs Committee and Trustee Carlson to speak for the Budget and Finance Committee.

Trustee Shaler observed that tuition waivers had been awarded for many years, but mainly as compensation and not as financial aid. This proposal would provide for their use as financial aid. He said that the proposal would be beneficial for all campuses, but particularly so for the medical students on the Worcester campus since the Health Professions scholarship and loan program had recently been eliminated.

Trustee Carlson explained that the thorough discussion of the proposal by the Budget and Finance Committee was fully recorded in the minutes, but he did say that it had centered around the means by which need was estimated, and whether the projected $250,000 worth of tuition waivers would be adequate. Although there had been lamentably little response to the Student Resources Survey, the computations made had convinced the Committee that the calculation of need had been carefully made. There had, however, been some concern on the part of Trustee Cronin about the lack of survey data, and he had promised to work to publicize the need for students to provide this information in order to ensure adequate aid to meet their need.

Trustee Carlson explained that this was a one-year program, because it was impossible to know at this time the extent of federal aid available after the next academic year. This was aimed at the first step increase for 1976-77, after which the facts and figures of subsequent federal aid would be reviewed and adjustments made if necessary, prior to the next step increase.

The Budget and Finance Committee was satisfied that this waiver policy proposal would satisfy the needs of those students pressed by the tuition increase who are largely ineligible for existing programs of financial aid.

The President told the Board that, while this proposal satisfied the needs of resident students, it could not assist nonresident students who still have serious problems. He was deeply concerned about the provinciality of the Legislature's action in penalizing nonresident students. For this provincialism to invade University life was harmful to the contribution of the national and international communities at the University, and was there-

fore deplorable. He promised to work for some solution to this problem.

At the President's request, Mrs. Hanson spoke about the proposal. The major portion of financial aid available to students, she explained, was from federal funding. The good news on this point was that such aid should rise in 1976-77 by $1.2 million, it was hoped, to $10.5 million. Since this aid would cover the total cost for many students, efforts had been concentrated on relieving the needs of those students not covered by such aid--mainly those in the low-middle-income bracket. Between 1,000 and 1,300 students would not be eligible for federal aid and, since the average amount of aid requested by students was $250, the total estimated unmet need would be approximately $250,000. The administrative process to be followed was: the capacity to waive tuition up to a certain amount would be allocated directly to the financial aid offices of the campuses. When a student applied for aid, the office would compute his or her need, apply all available resources, and if there were still a gap would then dispense a waiver.

Trustee Cronin remarked that a thousand students needing financial aid seemed a low figure, and Mrs. Hanson explained that most students needing financial aid would be covered by federal and state aid. The 1,000 to 1,300 represented students who had not received aid before and who would be ineligible for this aid due to federal restrictions on eligibility of those whose incomes exceed a ceiling. With regard to medical students, Mrs. Hanson said that there would be a decline in the health professions grants, and that the estimates of the needs for tuition waivers for medical students should be revised upward from twenty to between thirty and forty students. Chairman Healey reminded the Board that the figure of $250,000 was a best estimate. The goal of the proposal was to ensure that no student be denied access to the University because of the tuition increase.

Trustee Burack noted that a previous action of the Board had eliminated tuition waivers as compensation for residence hall counselors. This troubled her, she said, because she believed that counseling services and the lack thereof were of great concern to most students. Trustee Shaler reviewed the history of Doc. T75-075B. The University, he explained, had never before had a coherent policy for tuition waivers, but had granted them on an ad hoc basis. Much tuition revenue had been lost due to the increased dispensation of waivers. Former Associate Vice President Keith had conducted a study and devised a policy which had clearly reformulated and greatly reduced the number and types of tuition waivers which could be granted as compensation. Chairman Healey reiterated that the entire tuition waiver picture would need to be reviewed by next year and he asked that waivers granted as compensation also be included in this assessment.

Trustee Rothenburger said he had hoped for a "stepped"

tuition waiver proposal to offset the effects of the tuition increase, but he thanked the Trustees and the President for fulfilling their commitment to devise a financial aid program. He said it was quite satisfactory as a pilot program.

A motion was made and seconded, and it was

VOTED: To establish and approve a program of financial need-based tuition waivers to be administered by the Financial Aid Offices in accordance with the guidelines set forth in Trustee Document T76-071 provided that the standard need analysis referred to on page 12 of said document shall conform to federally approved procedures; further that said program shall be reviewed as part of an overall review of University tuition waiver programs and shall be revised as appropriate.

UM/Amherst--Dean of College of Food and Natural Resources (Doc. T76-076)

President Wood introduced the proposed Concurrence in Appointment of Dean of College of Food and Natural Resources at UM/Amherst (Doc. T76-076). The President informed the Board that this was the first in a series of such actions. Since the campuses are presently engaged in searches for several deans, the appointment of deans, who are academic officers of the University, would require, according to the Governance Statement, the concurrence of the Board. He added that he would be presenting to the Board at its next meeting the context of the general schedule of executive compensation for deans. As for this specific appointment, the selection process had been careful and lengthy. Because the College of Food and Natural Resources had a complicated interface with the Department of Food and Agriculture and other state agencies, Trustee Winthrop, Commissioner of Food and Agriculture and his colleagues in the Department had been involved in the search process. He then called on Chancellor Bromery. Chancellor Bromery praised Professor Whaley, presently at the University as Head of the Department of Landscape Architecture, and said the University had been fortunate to land him for this position, since he had been made attractive offers by the State of Colorado and by Purdue University.

Trustee Winthrop told the Trustees that the Department depends heavily on the University. In fact, he said, the Department gets most of the credit for work done mostly by the University. Similar to concerns expressed at the time of his appointment as Commissioner, some traditional farmers had said that Professor Whaley did not have a traditional farming background, but he had met with him and been impressed by his knowledge and interest. He was very pleased with this proposed appointment, he said, and he expressed his appreciation for having had the opportunity to be involved.

A motion was thereupon made and seconded, and it was

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VOTED: To concur with the President in the appointment by the Chancellor of the University of Massachusetts at Amherst of Dr. Ross S. Whaley as Dean of the College of Food and Natural Resources, Director of the Experiment Station and Director of the Extension Service effective August 1, 1976.

UM/Amherst and UM/Boston--Codes of Student Conduct (Docs. T73-005, T73-006)

President Wood next introduced the proposed reaffirmation of the Codes of Student Conduct at UM/Amherst and UM/Boston (Docs. T73-005, T73-006). He explained that these had originally been adopted in 1966, and modified in 1972. Efforts were under way on both campuses to devise and put forward new codes, but in the interim he believed it was desirable for these codes to be reaffirmed. He added his hope that the new codes could be combined into a single University policy which would have portions applicable to certain campuses.

A motion was made, seconded, and it was

VOTED: To reaffirm and adopt the Code of Student Conduct, UM/Amherst, as set forth in Doc. T73-005; Motor Vehicle Rules and Regulations, UM/Amherst, as set forth in Doc. T75-155; and Rules and Regulations Relative to the Possession, Consumption and Sale of Alcoholic Beverages, UM/Amherst, as set forth in Doc. T74-081A.

VOTED: To reaffirm and adopt the Code of Student Conduct, UM/Boston, as set forth in Doc. T73-006; Motor Vehicle Rules, Regulations, and Traffic Signs, UM/Boston, as set forth in Doc. T74-045A; and Policies and Procedures Relative to the Consumption and Sale of Alcoholic Beverages, UM/Boston, as set forth in Doc. T75-015A.

Report of Committee on Faculty and Educational Policy

Centralization and Organization of the University

This completed the report of the Executive Committee, and Chairman Healey asked for the report of the Committee on Faculty and Educational Policy, chaired by Trustee Troy. Trustee Troy reported that the first item on the agenda of the April 21 meeting had been a discussion of Centralization and Organization of the University, based on reports compiled by special committees of the three faculties.

President Wood had begun by describing to the Committee the actions taken as a result of votes by the Board on June 4, 1975 on limited interim implementation of some aspects of the Hay study. These actions had had to do with executive compensation and the establishment of committees to make recommendations with regard to organizational structure in management and business services. One of the results of these actions had been the appointment of a Senior Vice President for Management and Business Affairs.

Vice President Janis had then made a presentation to the Committee, describing his views as to the proper degree of centralization of such services as grant and contract administration, payroll, data processing, etc. He had expressed, among other things, his concern with carrying out the Trustees' financial responsibilities, which required a clear understanding of who is responsible at each management level.

There had been differing reactions to Mr. Janis's remarks, reported Trustee Troy. Some Trustees, he said, had felt that the purpose of the agenda item was to discuss the academic implications of the Hay study, not such matters as grants and contracts. Others had felt that management and academic matters could not be separated and should therefore be discussed together. The fear had been expressed that over-generous allotment of resources to management would result in the deprivation of academic programs.

Trustee Troy explained that the Committee had not delved into the seventeen points of the Amherst report, because it had felt that it was not competent to resolve these questions. In the course of the Committees' discussion, it had been suggested that these differences should be worked out by the cooperative efforts of the faculty and the administration. It had been recommended that the faculties maintain standing committees on campus-central office relations, which might meet as a University-wide committee from time to time. It had been said by several people at the Committee meeting that there was bound to be a certain amount of tension between the campus and the central office which could prove fruitful if properly channeled. It was hoped, said Trustee Troy, that these committees will be established soon and that they will devise a mandate to be presented to the Committee on Faculty and Educational Policy in the near future.

In this connection the Committee also discussed the status of faculty representation to the Board and the hope was expressed that this representation could be enhanced.

After this portion of Trustee Troy's report, Trustee Dennis said that he had had difficulty when he had first joined the Board in understanding what the Hay report was about, and in understanding the areas in which the Vice President for Management and Business Affairs would be working. He said he would like to be of assistance to Mr. Janis in these areas, since this was his training. Mr. Janis replied that the matter of grants and contracts would be on the May agenda of the Committee on Budget and Finance, and he noted that he and Mr. Dennis were to meet before the May meeting to discuss accounting. Trustee Dennis said he was referring more generally to the Hay report, which he kept hearing about in reports of the Committee on Faculty and Educational Policy.

Chairman Healey said that centralization was a matter which cut across the work of several Committees of the Board.

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Trustee Burack said that computers and accounting should never have been before the Faculty and Educational Policy Committee, but rather the Budget and Finance Committee. She said that a joint meeting of the two Committees might be a more useful way to get at a matter which was not only controversial but also clearly affected both management and academic concerns. Trustee Troy said there had been disagreement on this very point at the meeting--whether management and academic affairs were separable. Chairman Healey proposed a joint meeting to go over the whole matter again, and said all Trustees should be invited. President Wood remarked that there had been comprehensive Board involvement in the Hay report and its recommendations. Trustee Dennis replied that the implications of the action of the June 4, 1975 Executive Committee meeting at which the Hay report had been discussed were not clearly understood.

UM/Amherst--Program Adjustments (Docs. T76-068, T76-069, and T76-070)

Trustee Troy next recommended three structural changes in academic programs at the Amherst campus which were reviewed by the Committee: Ph.D. Program in Spanish (Doc. T76-068), Transfer of Department of Dance (Doc. T76-069), and Department of Mechanical and Aerospace Engineering (Doc. T76-070). The Ph.D. program in Spanish had been a Five-College degree, but its designation as a University of Massachusetts degree more accurately reflected its status. The long awaited transfer of the dance program from the School of Physical Education to the Faculty of Humanities and Fine Arts was greeted by a cheer from Trustee Rowland. There was no objection to those changes and it was

VOTED: To redesignate the Five-College Cooperative Ph.D. Program in Spanish as a University of Massachusetts/Amherst Ph.D. Program in Spanish, as set forth in Doc. T76-068.

VOTED: To approve the transfer of the Dance program of the University of Massachusetts at Amherst from the School of Physical Education to the Faculty of Humanities and Fine Arts, as set forth in Doc. T76-069. Further, that the Department of Music be re-designated the Department of Music and Dance, and that the Department of Professional Preparation in Physical Education and Dance be redesignated the Department of Professional Preparation in Physical Education.

VOTED: To redesignate the Department of Mechanical and Aerospace Engineering in the School of Engineering at the University of Massachusetts at Amherst as the Department of Mechanical Engineering, as set forth in Doc. T76-070.

UM/Amherst--Graduation Lists (Doc. T76-075)

Trustee Troy then moved the approval of the Preliminary Graduation Lists at UM/Amherst (Doc. T76-075). There was a second and it was

VOTED: To approve the Preliminary Graduation Lists for the May 1976 commencement at the University of Massachusetts at Amherst, as set forth in Doc. T76-075, subject to the completion of all requirements as certified by the Recorder of that campus.

This completed the report of the Committee's April meeting, and since Trustee Troy was unable to complete his report on the March Committee meeting, because the April 7 Board meeting had been cut short, he proceeded to do so.

UM/Amherst--
School of
Education

The final item at the March 31 Committee meeting had been discussion of a report of the Special Committee on the Future School of Education at UM/Amherst. This report had urged that the School of Education maintain a comprehensive program, while at the same time cutting back in certain areas, such as pre-service teacher education. It was urged that over the next five years undergraduate majors in the School should drop from 800 to 400.

The Committee on the Future School, he said, had also written that in-service education, education for working teachers, was vitally needed and the School could make a great contribution in this area. Doctoral programs, too, should be maintained since the School has an impressive record for its doctoral degree recipients. It was, however, recommended that the number of doctoral candidates and master degree candidates be reduced.

Trustee Troy reported that Trustee Anrig, who had served on the Committee on the Future School, had agreed with much of what Professor Mellen, the Chairman of that Committee, had said. He stressed the importance of remembering that, despite the pain and distress of the recent events at the School, great progress has been made in the School over the School of Education of two decades ago. The problems that had occurred in the School should not undermine the progress and promise of recent years. Trustee Anrig, who is Commissioner of Education, had agreed with the importance of maintaining the doctoral programs, and had added that pre-service teacher training should be reduced elsewhere in the University, as well. The school should focus upon the existing teacher force.

Trustee Troy, continuing his report, said that Trustee Anrig commended the School for reaching out to students that other schools of education had never reached, and praised the school for its continuing commitment to minority students. He had also suggested that the School tone down its rhetoric while maintaining its ambitions.

Acting Vice Chancellor Alfange had then thanked the members of the Committee for their report, and had emphasized that one of the prime goals of the University administration was to integrate the School of Education into the rest of the University,

particularly in the areas of University-wide standards.

Report of Committee on Long-Range Planning

This completed the report of the Committee on Faculty and Educational Policy, and Chairman Healey recognized Trustee Rowland for the report of the Committee on Long-Range Planning. The Committee had met on April 20 to undertake the beginning of a review of University research and field stations and of health planning.

Research and Field Stations

The President had expressed his concern to the Committee for the need to plan and review the missions of the field stations along with their integration into the educational service programs of the University. Trustee Rowland said that in initiating its review, the Committee had invited Dean Arless Spielman of the College of Food and Natural Resources to present a picture of each of the stations. The college had administrative responsibility for five of the stations. Dean Spielman provided summary data on the budgets and programs of the stations.

Trustee Rowland said she suspected that Trustees were largely unfamiliar with the University's outposts--Belchertown, Wareham, Waltham, South Deerfield, Gloucester, etc.--and with the continuing service that they provide to the Commonwealth.

She said she had had occasion over the years to witness the fine work done by the Cranberry Experiment Station at Wareham and could attest to its usefulness.

The Long-Range Planning Committee had also discussed the potential uses of the Gloucester Marine Sciences Station, for which some capital improvement money is available, and had had a report from Chancellor Golino on the uses and present activities of the Nantucket station. Chancellor Golino had promised to provide a more extensive report in the fall.

Health Planning

The Committee had next turned to the subject of health planning and had heard a wide-ranging report from Chancellor Bulger on future program directions of the Medical Center. Trustee Rowland reported that he stressed the growing importance of residency training programs, not only in the University Hospital, but also in other Worcester-area hospitals. He had also reviewed a number of interesting possibilities in non-physician training programs in cooperation with public and private institutions in Worcester and elsewhere.

The Committee had been impressed by these possibilities and by the Chancellor's interest in cooperative arrangements. The Committee had reiterated the importance of the Medical Center not becoming over-extended in terms of cost and commitment and the importance of proceeding within a defined set of priorities.

Concluding her report, Trustee Rowland said she did not

expect these agenda items to yield formal proposals for the Board in the near future, but she saw both health planning and the future of the research and field stations as areas of considerable importance in shaping the long-term directions of the University. She looked forward to the Committee's continuing work in these areas.

Following this report, Trustee Gordon commented that the field stations and their uses was a subject which had come up before and been discussed without any action being taken in the end. He hoped that follow-up could take place. Trustee Rowland replied that the Committee planned to continue its study of the field stations for several months before bringing its proposal to the Board.

Committee on Buildings and Grounds

Chairman Healey next recognized Trustee Spiller to report for the Committee on Buildings and Grounds. The first item of his report was the John F. Kennedy Library Land Transfer. He described the parcel of land at the Harbor Campus which was to be deeded to the General Services Administration of the federal government. Upon motion made and seconded, it was

UM/Boston--Kennedy Library

VOTED: In accordance with the provisions of a pending special act of the Legislature, to authorize the President of the University to execute a deed and such other documents as may be necessary to effectuate a conveyance of the parcel of land at the Harbor Campus described in the Act to the United States of America to provide a site for the presidential archival depository of the John Fitzgerald Kennedy Library.

UM/Boston--State Archives

Trustee Spiller informed the Trustees that Secretary of State Guzzi had been holding discussions with the University on the plan to build the new state Archives building on the Harbor Campus. The new building would be erected at a capital cost of $10 million, although perhaps not for several years. Trustee Spiller commented on what a marvelous resource these Archives would be for scholarly research in this location.

UM/Amherst--Bus Transit (Doc. T76-074)

The next item was a proposed Bus Transit Agreement/Storage Facility at UM/Amherst (Doc. T76-074). Trustee Spiller said it involved the expansion of the University's fare-free bus service in the Pioneer Valley in and around Amherst. Trustee Eddy told the Board that the Town of Amherst was happy to cooperate with the University in its provision of this service, the cost of which was 50 percent reimbursable by the federal government. Upon motion made and seconded, it was

VOTED: To authorize the Chancellor of the University of Massachusetts at Amherst, in consultation with the President of the University, to negotiate and execute an agreement with the Town of Amherst, to submit with the Town of Amherst a joint petition to the Pioneer Valley Transit Authority for the funding and operation

of a transit system, and to negotiate and execute operating contracts with the Pioneer Valley Transit Authority to provide bus services as described in the agreement with the Town of Amherst, the joint petition and Trustee Document T76-074.

VOTED: To authorize the Chancellor of the University of Massachusetts at Amherst, in consultation with the President of the University, to negotiate with the Pioneer Valley Transit Authority for the submission of an application for funds to acquire buses to replace and expand the existing bus fleet, for the construction of a bus maintenance facility, and for the use of land at the Amherst Campus for the construction and operation of said bus maintenance facility, as described in Trustee Document T76-074.

Committee on Budget and Finance

Chairman Healey asked Trustee Shaler if he wished to report for the Committee on Student Affairs, but Trustee Shaler observed that since most of the issues, such as new fees, which had come before his Committee required action by the Budget and Finance Committee, he would forego a report. Therefore the Chairman called for the report of Trustee Carlson, Chairman of the Committee on Budget and Finance.

UM/Amherst--Fund Transfers (Doc. T76-072)

Trustee Carlson first addressed proposed Fund Transfers at UM/Amherst, Boston and Worcester (Doc. T76-072). There was no discussion, and after a motion was made and seconded, it was

VOTED: To approve the fund transfers as set forth in Trustee Document T76-072.

UM/Amherst--New Fees and Fee Changes (Doc. T76-073)

Trustee Carlson next turned to New Fees and Fee Changes at UM/Amherst (Doc. T76-073). He reminded the Board that 25 percent of the operating budget of the Amherst campus is based on fees. In order to write the fee-based budget for FY 1977, therefore, it is necessary to make adjustments in the fees to reflect the operating costs of the services they support. Though the University strives to keep the fees down, he said, there was no way to keep down the cost of fee-based services. A motion was made and seconded, and it was

VOTED: To approve the new fees and fee changes as detailed in Trustee Document T76-073 (with the exception of the Late Registration Fee) and as recommended by the Committee on Budget and Finance in the fifteen votes on new fees and fee changes approved by the Committee on April 20, 1976.

Fidelity Bond

The next matter mentioned by Trustee Carlson was a presentation regarding the University's Fidelity Bond. Mr. Paul Cook of the Fidelity Deposit Company of Maryland had recommended an in-

crease in the coverage of the bond to $500,000, at a cost of $486 per year. Mr. Cook had also recommended that coverage be changed to provide first dollar coverage rather than a deductible basis, in view of the growth of the University and the small individual losses. Treasurer Johnson had been authorized to purchase the additional coverage, and also to arrange, if possible, to have the policy re-rated to a reduced cash exposure.

Treasurer Johnson had also advised the Committee that the Executive Committee of the University of Massachusetts Foundation was recommending to the Foundation's directors the establishment of a deferred giving program to increase funds in future years from individuals, trusts and other nonstate sources.

UM/Amherst--Management and Maintenance Agreement (Doc. T76-048A)

Finally, Trustee Carlson reported that Secretary Hardy had reported to the Committee on the results of a poll taken of the inhabitants of married students housing at UM/Amherst, in accordance with the vote in April of the Board requiring such a poll before the Management and Maintenance Agreement (Doc. T76-048A) authorized at the meeting could take effect. The Trustee vote had provided that a majority of the inhabitants would have to agree to the management plan. A majority was 192 of 382 tenants, but only 146 had agreed. Therefore a majority had not concurred.

Report of Delegate to Board of Higher Education

This concluded Trustee Carlson's report, and Chairman Healey asked Trustee Troy to report in his capacity as Delegate to the Board of Higher Education. Trustee Troy reported that the Board of Higher Education had met on April 16, April 27 and May 3 and devoted itself largely to the subject of reorganization of higher education. The substance of these meetings, he said, was so complex that he could not fairly summarize it.

A subcommittee of the BHE had been meeting with the 1202 Commission with the aim of coordinating studies and putting together available funds to finance these studies. The joint study will center on overall planning, with a major emphasis on the financing of public higher education. Under this rubric, said Trustee Troy, the study would concern tuition, tuition waivers, financial aid, student information about available financial support, the impact of state aid to public colleges, the impact of increased tuition on the financing of public education, etc.

It had also been agreed that the planning group should concern itself not just with overall financial policy, but with academic matters as well, beginning with an update of the program and course inventory for the whole of the Commonwealth, together with analytical comment and evaluations. This completed Trustee Troy's report.

The Chairman recognized Trustee Spiller, who spoke briefly on the subject of communication. Much of the comment he had heard on this subject at the beginning of the meeting, he said,

had suggested that the responsibility for communication lay chiefly with the administration and the Trustees. Yet he felt that the faculty and student leaders also had a responsibility to report fairly to their constituents on the true nature and details of Trustee deliberations. This, he maintained, they had failed to do. The Trustees do have a system for access to the Board, he continued, but to establish a policy of direct access would destroy the governance system and the authority of the President and the Chancellors. It was not the responsibility of the Trustees, he emphasized, to administer the University directly.

Chairman Healey closed the open session by saying that the Trustees were grateful to Trustee Rothenburger for the character of his service as Student Trustee from UM/Boston. He had been a vigorous advocate of the student interest, he said, and was a credit to the students who had elected him.

A motion was made and seconded, and at 3:30 p.m. it was

VOTED: To enter executive session for the purpose of discussing honorary degrees.

The meeting was adjourned at 3:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

June 2, 1976; 2:00 p.m.
Twenty-first Floor Conference Room
One Ashburton Place
Boston, Massachusetts

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Burack, Carlson, Clark, Conti, Croce, Cronin, Eddy, McNeil, Robertson, Rowland, Shaler, Shearer, Spiller, Troy, Winthrop, Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig, Ms. Kaplan representing Trustee Okin, Secretary Parks representing Trustee Dukakis; Treasurer Johnson; Secretary Hardy; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Absent Trustees: Trustees Dennis, Gordon, Morgenthau

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. O'Leary, Assistant Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gage, Vice Chancellor for Student Affairs; Professor Short, Alternate Faculty Representative; Mr. Beatty, Budget Office; Mr. Woodbury, Associate Provost; Mr. Federow, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Boelcskevy, Faculty Representative; Mr. Larner, Director of Public Relations

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative

Guests: Susan Tehan, Executive Office of Educational Affairs

Approval of Minutes

The meeting was called to order at 2:15 p.m. The first item was the presentation of the minutes of the previous meeting. There were no corrections or amendments, and it was therefore

VOTED: To approve the minutes of the meeting of May 5, 1976.

Report of President

Chairman Healey next recognized the President for his report. President Wood first reported on the three commencements. The weather had been good at all three campuses, he said, for the

Commencement

first time that he could remember. He said, finally, that the commencement address by Carl T. Rowan at Amherst had been excellent, that the speeches by the three Chancellors had been respectable, and that the speeches by the President had been "ordinary and occasionally repetitive." President Wood then said that the campuses' invitations to Trustees to attend the commencements were serious, and he hoped that more Trustees would attend next year.

Summer Jobs

The President then reported that discussions were under way with Senators Owens and Kelly about the ways in which the University can assist in the summer jobs program which the Senators, the Lieutenant Governor and the Mayor of Boston have been concerned with. He said he would make a report to the Board sometime in August.

University Budget Request

President Wood then reported on the University Budget request. The current House Budget figure was $107 million, $8 million more than FY 1976. While the Amherst campus might have wished for more, it was an improvement over last year. The President's Office, he said, was hit the hardest.

Kennedy Library

The President next informed the Board that he testified that morning on a bill which would carry out the transfer of land on the Harbor Campus to the federal government for the John F. Kennedy Library. The bill had been reported out favorably by the Committee and would be on the House floor this afternoon.

Reorganization

Finally, the President said that he had been participating with Trustee Breyer in meetings with the segmental representatives on reorganization of public higher education. In these discussions, he said, he and Trustee Breyer would be guided by the Statement of Principles agreed upon by the Board. This completed the President's report, and he called on Chancellor Bromery of the Amherst campus for his report.

UM/Amherst--Chancellor's Remarks

Chancellor Bromery reported first on some statistics. The commencement had been attended by more students than ever before, he said; in addition to some 4,000 graduates, there were 15,000 or so parents and friends. Mr. Rowan had received a five-minute standing ovation, which the Chancellor said he had not seen before. The Amherst campus had enrolled its freshman class of 3,600, he said, and he added that the applications for the professional schools, particularly the School of Education and the School of Engineering, were far greater than the number of available spaces. This was why an adequate budget was so desperately needed; so that the campus could maintain its level of high quality education. This concluded his report.

UM/Boston--Chancellor's Remarks

Chancellor Golino of the Boston campus then spoke, reporting to the Board that the progress of the reunification of the College of Liberal Arts was proceeding more smoothly and with more good will than even he had expected. All of the eleven split de-

partments had been reunified, he said, which he said was an indication of a spirit of cooperation. In fact, the faculty were showing a desire to move faster in the process of reunification than was thought possible.

Chancellor Golino next reported on commencement, saying that more than 1,000 students had received degrees this year, the largest class in UM/Boston history. He said that the commencement address had been given by a blind student with three children, and he said her address had been inspiring. He also urged the Trustees to attend the commencement when possible, because it meant a great deal to the students and the parents. This completed Chancellor Golino's report. President Wood then recognized Chancellor Bulger of the Worcester campus.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger reported that this year's Medical School graduating class was twenty-six, the largest so far. He said he looked forward to forty graduates next year, sixty the year after that, and then the first full class of one hundred. He then gave some facts on the demographic distribution of the freshman class of 100, which included thirty-six women. He added that only a few of the parents of the incoming class were affiliated at all with the health field. A majority of them were of the working class: policemen, janitors, electricians, etc. He said this was something which the University could be proud of. Chancellor Bulger also thanked those Trustees who had been able to attend the commencement, and he said the presence of Governor Dukakis had also been much appreciated. These remarks concluded his and the President's remarks.

Report of Executive Committee

UM/Worcester--Funding of Group Practice (Doc. T76-098)

The next matter on the agenda was the report of the Executive Committee. The Chairman recognized Trustee Carlson who reported on a proposal for the Funding of the Group Practice at UM/Worcester (Doc. T76-098). Trustee Carlson explained that several factors had brought about an anticipated shortfall in the Group Practice Trust Fund, which fund was needed to pay the Group Practice portion of the doctors' compensation. A source had been identified for meeting this shortfall, and the funds to be so transferred would be reimbursed as soon as possible. Motions were made and seconded, and it was

VOTED: That the purpose of the Reimbursable Grants Trust Fund Account 0-11020, a revolving trust fund account, shall be for the financing of reimbursable grants and contracts and as a source of funds for reimbursable payment or transfers to new trust funds and to University trust funded activities.

VOTED: That the Chancellor of the Amherst Campus be and hereby is authorized to transfer funds from account 0-11020 to account 3-7000 as required. Further that the reimbursement from account 3-7000 for said trans-

ferred funds be completed by no later than June 30, 1978.

Fund Transfers (Doc. T76-095)

The next item was a set of Fund Transfers at UM/Worcester and the Office of the President (Doc. T76-095). There was no objection, and upon motion made and seconded, it was

VOTED: To approve the fund transfers as set forth in Trustee Document T76-095.

Continuing Resolution

The Committee had then recommended that the Board approve a Continuing Resolution to allow the University to spend money in the interim between the end of the fiscal year and the enactment of the FY 1977 Budget. A motion was made, seconded, and it was

VOTED: That the President be authorized to approve and adopt the policies and procedures governing the expenditure of state and non-state funds by the three campuses, the Office of the President and the Institute for Governmental Services from July 1, 1976 until such time as the Board of Trustees adopts the Operating Budget for Fiscal Year 1977.

The approval of expenditure of said funds shall be consistent with the applicable state statutes governing the FY 77 appropriation and in accordance with trustee policy.

Academic Personnel Policy (Doc. T76-081)

Chairman Healey then introduced the Academic Personnel Policy (Doc. T76-081), and asked Trustee Troy to report, since the Committee on Faculty and Educational Policy, which he chaired, had initially studied and recommended this policy. Trustee Troy reminded the Board that it had adopted Doc. T75-125, the current academic personnel policy, in June 1975 with the provision that it be reviewed before September 1976. This review had taken place on each campus, resulting in recommendations which had then been studied by the Multicampus Academic Personnel Policy Committee. A resulting draft revision had been subjected to a second campus review, resulting in the final document presented to the Committee on Faculty and Educational Policy (Doc. T76-081). The new document represented primarily clarifications of language, particularly in the delineation of the respective responsibilities of faculty and administration in personnel decisions. In essence, it was made more explicit that the responsibility to initiate personnel recommendations and to provide compelling evidence in support of a candidate rested with the faculty, and the responsibility to review that evidence and to base a decision upon it rested with the administration. Broadly speaking, said Trustee Troy, there had been few basic changes in Doc. T75-125. There had been enough modification and rearrangement of language, however, that it was felt advisable to submit a wholly new, revised document, Doc. T76-081, rather than attempt to offer elaborate patching of the old for

the Board to figure out. Of course, most of Doc. T76-081 was simply carried over from Doc. T75-125.

The Multicampus Committee had recommended that the personal qualification requirements for tenure consist of excellence in one of the three tenure criteria (teaching, scholarship and service) and strength in the other two. Doc. T75-125 called for excellence in two and strength in the third. The F&EP Committee had discussed this, and finally declined to dilute the existing requirement.

Questions had been raised, he reported, about the applicability of the criteria to the College of Public and Community Service, and the College of Professional Studies at UM/Boston, many of whose faculty are not academicians in the usual sense. It was pointed out that the policy allows the campuses to make flexible applications of the criteria; for example, at the College of Public and Community Service the criterion of service would carry greater weight than in the College of Liberal Arts.

Counsel had expressed continuing opposition to the words "rare and compelling" as applied to negative personnel decisions by the President. The Committee had felt, however, that the Trustees should retain the words as meaning that serious consideration must be given to faculty recommendation on tenure and personnel matters in a manner consistent with the Trustee policy on University Governance (Doc. T73-098).

The Committee had agreed, finally, that the Academic Personnel Policy should be reviewed yet again in another year to determine its effectiveness, particularly in relation to the work of School and College Personnel Committees. Several Trustees had expressed concern about the slackness of departmental committees in rigorously applying the tenure criteria, and had suggested that greater emphasis ought to be given to the review of school and college personnel committees. This completed Trustee Troy's report on this item, and it was moved, seconded and

VOTED: To accept all of the revisions to the current Academic Personnel Policy (Doc. T75-125) as set forth in Trustee Document T76-081 except the proposed section 4.9(a) and to substitute therefor the text of section 4.10(a) of Trustee Document T75-125:

> "Convincing evidence of excellence in at least two, and strength in the third, of the areas of teaching; of research, creative or professional activity; and of service, such as to demonstrate the possession of qualities appropriate to a member of the faculty occupying a permanent position."

VOTED: To adopt the Academic Personnel Policy as set forth in Trustee Document T76-081, as amended; further,

that Docs. T63-050, T64-061 (except for Part II, Articles 5-7), T73-069, T75-125 and any other policy, rule or regulation incompatible with Doc. T76-081, as amended, be rescinded.

Trustees Rowland, McNeil, Spiller and Winthrop voted against the last motion. Trustee Rowland explained that she believed that the advice of counsel should be taken on the question of "rare and compelling." She said if you're going to have counsel, you ought to listen to him. Trustee Spiller agreed. Trustee Winthrop explained that if the Committee is to review the policy again in a year, that suggests that it has not fully come to a conclusion on it, or at least he had not, and he said he was also concerned that the whole policy of tenure for Extension Service people should be reviewed. Trustee McNeil explained that she voted against the policy because she was not sure that the policy clearly covered the professional colleges at UM/Boston. Speaking to this last point, Trustee Troy observed that the representatives of the professional colleges at the meeting had themselves been satisfied.

Vice President Lynton explained that major portions of the policy were yet to be developed, covering such areas as grievance procedure, part-time faculty and special appointments including extension appointments. Amendments in these areas would be forthcoming.

Executive Compensation Policy (Doc. T76-093)

Classification of Position Titles (Doc. T76-099)

Personnel Actions (Docs. T76-091, T76-092, T76-094, T76-097, T76-101)

Chairman Healey next asked President Wood to discuss the Executive Compensation Policy (Doc. T76-093), which the President described as the "Deans' Relief Bill of 1976." The policy extended salary lines for senior executive positions to three additional positions, made deans' salary ranges minimally competitive with other Universities nationally, and made adjustments in overscale salaries in the President's Office. The President offered a Classification of Position Titles (Doc. T76-099) and several Personnel Actions, two of which carried out the appointments of Robert J. Steamer as Vice Chancellor for Academic Affairs at UM/Boston and of Dr. Richard J. Hunter as Chairman of the Department of Obstetrics and Gynecology at UM/Worcester. Upon motions made and seconded, it was

VOTED: To authorize the President of the University to take the necessary steps to extend the application of the salary policy lines for senior executive positions as adopted on June 4, 1975, to the positions of Secretary of the University and the General Counsel of the University, and to establish new salary ranges for those positions.

VOTED: To approve the Classification of Position Titles as set forth in Doc. T76-099.

VOTED: The Classification of Position Titles under the

Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be designated by any job group number or grade.

VOTED: In accordance with the provisions of Chapter 648 of the Acts of 1962, the position title in the Professional Staff in Doc. T76-099 is classified at a weekly salary rate specified after the title of position in the schedule subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

VOTED: To concur with the appointment of Dr. Robert J. Steamer as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Boston, as set forth in Doc. T76-091.

VOTED: To approve the personnel action, UM/Boston, as set forth in Document T76-094.

VOTED: To confirm and approve the Personnel Action, UM/Worcester, as detailed in Doc. T76-092.

VOTED: To approve the personnel actions, Office of the President, as set forth in Doc. T76-097 and Doc. T76-101.

VOTED: That every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to, or repealed by the Board of Trustees with respect to professional personnel under provisions of Chapter 75 of the General Laws as amended by Chapter 648, 1962. The classification, salary range, and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred, or determined shall be as hereafter determined by the Board of Trustees or under their authority.

UM/Worcester--Medical Center By-Laws (Docs. T76-034A, T76-100)

The next item recommended by the Executive Committee was a set of Amendments to the Medical Center By-Laws (Docs. T76-034A, T76-100). The amendments were required to carry out certain certifications required for reimbursement by the federal government under Medicare and Medicaid. A motion was made and seconded and it was

VOTED: That the By-Laws of the University of Massachusetts Medical Center (Doc. T76-034A) be amended by adopting the proposed amendments set forth in Doc. T76-100.

Chairman Healey then asked Trustee Troy to report for

the Committee on Faculty and Educational Policy. That Committee's first item had been consideration of Tenure Awards for UM/Amherst, UM/Boston, and UM/Worcester (Doc. T76-080B). The President had said that this year's group of candidates had been subjected to the most systematic and rigorous review since the Governance Statement had been adopted. The greatest weakness, however, consisted in the continuing failure of some departments to conduct their reviews in the context of long-range department and college plans. The failure to do this, he had said, could eventually result in exigencies of budget becoming a final tenure criterion.

After the President and Vice President for Academic Affairs had completed their remarks, the Committee had focused on some of the questions with which it must be concerned each year: the degree of rigor with which the faculty levels assess candidates for tenure and form their recommendations, the progress of the University toward an undesirably high degree of tenured faculty, and the impact of high tenure percentages on the possibility of recruiting young and brilliant faculty.

It had been said that the departmental level at UM/Boston and the decanal level, at least in some cases, at UM/Amherst had not exercised the requisite care and judgement in scrutinizing those faculty members due for a tenure decision. And the Committee had discussed and once again put to rest the idea of a tenure quota, preferring instead what it regarded as the wiser policy of providing for as much flexibility and openness in departments as was consistent with holding on to the best faculty. The Committee had generally felt, said Trustee Troy, that with greater sensitivity, intelligent concern and courage at the departmental level of review, many of the problems associated with tenure review would vanish. Trustee Troy then offered two motions, which were seconded, and it was

VOTED: To concur in the President's award of tenure to those faculty members named in Doc. T76-080B at the University of Massachusetts at Amherst, Boston and Worcester.

VOTED: To concur with the President's appointments with tenure of the persons named in Doc. T76-079 at the University of Massachusetts at Worcester.

UM/Amherst--
University
Without Walls
(Doc. T76-077)

After dealing with the Academic Personnel Policy (upon which he had reported earlier in this meeting), the Committee had heard a proposal for the establishment of the University Without Walls at the Amherst campus (Doc. T76-077). This program had been operating for several years on a trial basis, and the Trustees were asked at this time to eliminate its probationary status. Upon motion made and seconded, it was

VOTED: To establish the University Without Walls at the

University of Massachusetts at Amherst as described in Doc. T76-077.

Graduation Lists (Docs. T76-089, T76-090)

Finally, Trustee Troy presented the Graduation Lists for UM/Boston and Worcester (Docs. T76-089, T76-090). Chairman Healey asked what would happen if these lists were not voted, since commencement was now past. Trustee Troy surmised that the result would be awkward. Nevertheless it was moved, seconded and

VOTED: To approve the May, 1976 Graduation List of the University of Massachusetts at Boston, subject to the completion of all requirements as certified by the Recorder of that campus, as contained in Doc. T76-089.

VOTED: To approve the May, 1976 Graduation List of the University of Massachusetts at Worcester, subject to the completion of all requirements as certified by the Recorder of that campus, as contained in Doc. T76-090.

Committee on Long-Range Planning

Advisory Council on the Fine Arts

This completed Trustee Troy's report, and the Chairman asked Trustee Rowland to commence her report on the meeting of the Committee on Long-Range Planning. Trustee Rowland said the Committee had met on May 19, and had first heard a report from Professor James Ackerman on the work of the Trustee Advisory Council on the Fine Arts. The Committee was to deal with the final report of the Council at its August meeting, she said, and might well end up recommending a policy statement on long-range planning for the Fine Arts. Among the Council's concerns and recommendations were:

1. Increasing faculty and budget support for the fine arts at UM/Boston.

2. Enhancing the possibility of the development of a genuine Fine Arts Center for UM/Amherst.

3. Limiting the number of majors in specialized degree programs in order to assure quality and to make general arts courses more accessible to non-art majors.

4. Increasing scholarship support for students in the Arts at both the undergraduate and graduate levels.

Continuing Education

The Long-Range Planning Committee had then discussed continuing education. The conclusions of both a special Amherst campus Ad Hoc Committee on the Division of Continuing Education, and a Continuing Education Subcommittee of the Multicampus Planning Committee appear, said Trustee Rowland, to be in the direction of viewing continuing education as an extension of the regular campus academic programs.

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The discussion of the Committee had made clear, she continued, that there was a close and constructive link between its current review of the University's field and research stations and the review of continuing education programs at both campuses. It was also clear, she said, that both fine arts programs and non-traditional educational programs will have to confront the difficult problem of priorities. In considering these matters, the Committee will work closely with the Budget and Finance Committee whose Chairman, Mr. Carlson, is a member of both Committees.

Committee on Student Affairs

UM/Amherst and Boston--Revenue-Supported Programs (Docs. T76-056, T76-086)

The Chairman thanked Trustee Rowland, and called on Trustee Shaler to report for the Committee on Student Affairs. That Committee, said Trustee Shaler, had first discussed Revenue-Supported programs at both UM/Amherst and Boston. First Amherst: That campus had recommended a $45 rent increase for the residence halls. Trustee Shaler explained that the rents paid, not only for normal maintenance, but also for debt service. After the buildings were paid off they would become the property of the Commonwealth, which he described as a lucrative operation for the State. The Committee had discussed ways of supporting the residence halls by means other than periodic rent increases, such as by a general fee paid by all students or by a capital outlay appropriation. The Committee had asked, after further discussion, that the Chancellor present at an early meeting of the Committee a long-range plan for rectifying this problem.

UM/Amherst--Student Affairs Trust Fund

Next the Committee had discussed the Student Activities Trust Fund. This trust fund is funded and disbursed under Trustee auspices, and the question was raised about whether the fund was being managed according to University accounting and auditing practices and standards.

UM/Amherst--Student Legal Services Office

The Committee then discussed the proposed authorization of the Student Legal Services Office at UM/Amherst to represent students in criminal cases and in litigation against the University. This authorization had been extended through FY 1976, and the Board had required in its initial vote that the activities of the Office be reviewed before the mandate would be renewed. The Committee had been satisfied, said Trustee Shaler, that the activities of the Office had been proper. Upon motion made and seconded, it was

VOTED: That the attorneys employed by the Student Legal Services Office be authorized to represent students in criminal matters and to engage in litigation against the University on their behalf.

Trustee Shaler then reported that the Committee had heard an explanation of revenue-supported programs at UM/Boston. Chancellor Golino had said that all of the funds in the Student Affairs Committee Trust Fund were being expended within established University accounting and auditing procedures. There had been no

discussion of this matter.

The Committee had next considered a proposal to renew for another year the Residence Hall, Dining Commons Policy for UM/Amherst (Doc. T76-078). Upon motion made and seconded, it was

UM/Amherst--Residence Halls, Dining Commons (Doc. T76-078)

VOTED: To extend for one year, beginning September 1, 1976, the provisions of the vote of June 4, 1975 with respect to on-campus residency of undergraduate students at the University of Massachusetts at Amherst.

VOTED: To extend for one year, beginning September 1, 1976, the provisions of the vote of June 4, 1975 with respect to use of dining commons by undergraduate students at the University of Massachusetts at Amherst.

The final item before the Committee had been a report on the Division of Student Affairs at UM/Boston. The Chairman had felt that this report had focused too much on mere mechanics without specifying the campus's goals, commitments and priorities in the student affairs area. The Committee had asked that a revised report, containing these details, be filed at its next meeting. This completed Trustee Shaler's report.

UM/Boston--Report of Division of Student Affairs

The Chairman next asked for the report of the Committee on Budget and Finance, presented by Trustee Carlson. Trustee Carlson first asked the Board's concurrence with the proposal to establish the H.T.U. Smith Memorial Geology Fund at UM/Amherst. Upon motion made and seconded, it was

Committee on Budget and Finance

UM/Amherst--H.T.U. Smith Memorial Fund

VOTED: To accept the H.T.U. Smith Memorial Geology Award, in the amount of $3,352.50, as an Endowment Fund for the purpose of making one or more awards annually from income earned during the preceding fiscal year to undergraduate and graduate students (including freshmen and graduating seniors) regularly enrolled at the University of Massachusetts, Amherst campus. Awards shall be for tuition, fees, research and to defray expenses in connection with geological field work. Selection of recipients shall be made by a faculty committee appointed by the Chairperson of the Geology/Geography Department; said committee shall determine the number and amount of awards which shall be made to students majoring in Geology on the basis of scholastic achievement and merit of research project. Income may be carried forward from year to year or returned to principal at the direction of the committee.

The second item on the Committee's agenda had been a Status Report by Vice President Janis on Grant and Contract administration throughout the University. Mr. Janis had discussed the

Grants and Contracts Administration

Coopers & Lybrand, Hay Associates

recommendations of Coopers & Lybrand on all campuses. He had also reviewed the organizational relationships of the administration and business aspects of the central office and the campuses, and had made clear that the consultants' reports, including that of Hay Associates, had dealt with administrative and management functions only, and not with academic affairs. He had also noted the Hay report's emphasis on the undesirability of separating policy development from policy implementation, since communication must flow both ways on this continuum. In response to a question, said Trustee Carlson, Mr. Janis had said that only a few additional staff positions would be needed to carry out the organizational management functions he had described.

UM/Amherst--School of Education

The Budget and Finance Committee then heard a report from Mr. Janis on the HEW audit of the School of Education at UM/Amherst. Mr. Janis had discussed the HEW audit at length, but the common thread of his remarks, said Trustee Carlson, was that (1) the business subsystems of the University must be strengthened, (2) controls must be extended, and (3) increased policy direction in business matters must be provided from the President's office.

UM/Amherst--Campus Center and Continuing Education

The Committee next recommended that the Board authorize an annual outside audit of the Campus Center and Division of Continuing Education, in view of the large sums of money involved in these operations. In response to a question, Chancellor Bromery said that these operations represent a magnitude of $8 million. Trustee Spiller asked what the fee for the audit would be, and it was explained that the fee for the first year would be larger than subsequent years, because an initial audit is always more expensive than an ongoing audit. Upon motion made and seconded, it was

> VOTED: To authorize the President to take the necessary steps to engage Peat, Marwick, Mitchell & Co., to perform an annual audit of the Campus Center and the Division of Continuing Education, such contract not to exceed $25,000 plus expenses.

UM/Amherst--Fee Changes (Doc. T76-085)

Trustee Carlson then reported that the Committee had taken up several proposed fee changes at UM/Amherst (Doc. T76-085). The Committee had elected not to repeat the discussion of residence hall increases which had taken place the day before at the Committee on Student Affairs' meeting. Nor had it rediscussed the mandate of the Legal Services Office. The Committee had acted then on three Amherst fees which had been postponed at the April meeting for further review. The first was for the establishment of a trust fund to cover the cost of the New York Outreach Program at UM/Amherst, the second was an increase in the late registration fee, and the third was the establishment of a fund and a charge schedule for research services provided by the University. The Committee had then acted on the proposed room rent increase. Chancellor Bromery had explained that the $45, in addition to the amount in the operating budget, was the amount necessary to meet

the minimum necessary renovations in the residence halls. The increase would also replace the $364,000 transferred from the Residence Hall Trust Fund for the purchase of Project #14. Upon motions made and seconded it was

VOTED: That, effective July 1, 1976, the New York Outreach Trust Fund be and hereby is established.

VOTED: That, effective July 1, 1976, the fee of $350 ($273 for rent and $77 for program costs) for the New York Outreach Trust Fund be and hereby is established.

VOTED: That effective July 1, 1976 the Research Council Services Fund be and hereby is established. The purpose of the Trust Fund will be to support the glass, chemical, electronic and other research services available to faculty and students engaged in sponsored and unsponsored research and to act as the depository for revenue generated from such services.

VOTED: That effective July 1, 1976, the fee schedule as detailed on page III.71 of Section III of Doc. T76-056 be and hereby is established for the Research Council Services Fund.

VOTED: That effective July 1, 1976, charge for Late Registration and/or Payment is established at $25 per student, said fees shall be remitted to the Commonwealth. The Chancellor or his designee is authorized to waive this fee in individual cases of unusual or extenuating circumstances.

VOTED: That, if adopted by the University of Massachusetts Building Authority, the following per occupant charges reflecting a $45 increase in all projects be approved, effective September 1, 1976:

Project	Annual Charge	Semester Charge
Project I	$690.00	$345.00
Projects II, IV, VI, VIII, X	750.00	375.00
Project XII	770.00	385.00

VOTED: That effective September 1, 1976, the following charges be established for student accommodations in dormitories in the Residence Hall Trust Fund:

Condition	Annual Charge	Semester Charge
Renovated	$750.00	$375.00
Unrenovated	690.00	345.00

Board
6/2/76

UM/Amherst, Boston and Worcester--Fee-Based Budget (Docs. T76-056, T76-086, T76-087)

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Trustee Cronin and Conti voted against the late registration fee increase and room rent increase.

The Committee then acted upon the Fee-Based Budget of UM/Amherst (Doc. T76-056), UM/Boston (Doc. T76-086) and UM/Worcester (Doc. T76-087). Upon motions made and seconded, it was

VOTED: To approve the fees as set forth in the FY 1977 Revenue-based Budget, University of Massachusetts, Amherst Campus, dated June 1976 (Doc. T76-056).

VOTED: To approve the fees as set forth in the FY 1977 Fee-based Budget, UM/Boston, dated May 1976 (Doc. T76-086).

VOTED: To approve the fees as set forth in the FY 1977 Fee-based Budget, UM/Worcester, dated May 1976 (Doc. T76-087).

In response to a question from Secretary Parks, Chancellor Bromery said that the increase in fees amounted to about $70-75 annually. This was the first increase the campus had had in two years.

Trustee Spiller raised the subject of Married Students Housing, saying that a great amount of work and staff time had been expended by the student Legal Services Office in developing the proposal for a cooperative. But he noted that when the proposal was finally submitted to the residents of Married Students Housing themselves, they turned it down. He asked how much per student in mandatory fees is paid for the support of student activities. He said that there appeared to be many services and activities supported by the Student Activities fee which are not used by many students. The married students housing cooperative, he said, was an example of an activity which did not have majority support of the affected students. He believed that many activities had been built into the fee over a period of time and might be hurting students financially.

Trustee Cronin said that while Trustee Spiller was speaking of the Student Activities Tax, he wished to point out that there were other mandatory fees levied by the University, such as the athletic activities fee, which are paid by all students, including those who do not participate in athletics. All undergraduate students are members of student government, he said, and it is up to the students to participate in the activities which it governs.

Chancellor Bromery observed that the Married Students Housing residents are primarily graduate students, and graduate students do not pay the student activities. Trustee Breyer said that a great deal of time had been spent on the Married Students

proposal on the assumption that it was what most of the students wanted. When it turned out that a majority of the students did not want it, it was natural to question the fairness of having all students contribute to it. This discussion was completed, and Chairman Healey asked for the report of the Committee on Health Affairs.

Committee on Health Affairs

Accreditation, Open Heart Surgery, Poison Control, Affirmative Action

Trustee Robertson reported that the Committee had heard first some remarks from Chancellor Bulger on several topics, including accreditation, open heart surgery, and others. The Committee had then heard an update on the progress of the Medical School toward establishing a Poison Control Center. Next, the Committee received a report on affirmative action at the Hospital and Medical School. Chairman Robertson said he had been disappointed that the document could not have been sent prior to the meeting. Beyond this, however, the figures were low, and the Medical Center had been asked to present an implementation plan along with goals to the Committee at its September meeting.

UM/Worcester--Hospital Management Board

The Committee then had discussed several nominations for the Hospital Management Board, all of which were found to be highly qualified. The Committee had taken the position that any person asked to serve on this Board would be expected to serve actively on a regular basis. Mr. Robertson said he believed that Chairman Healey's recommended appointments would go to the Board in August and the Committee would be ready to meet after that.

A brief discussion took place about the current census of the hospital and about the possible and expected revenue of the hospital. Dr. Bulger said that the hospital census was right on target as of the present.

Trustee Abrams reported that the Committee had also heard a statement from Dr. Milford Greene, Assistant Dean of Students, that he had submitted a proposal to HEW for early identification of minority high school students who might be interested in Medical School. Trustee Abrams said he was encouraged by this effort to implement a Trustee policy. Trustee Troy said he also was concerned at the lack of implementation of programs of this sort, and said there had been a committee at Amherst at one time charged with identifying minority high school students. He said he wished that there might be a formal report on this subject made to the Trustees. Trustee Robertson said he believed this would be covered by the report to be made to his Committee in September.

Report of Delegate to Board of Higher Education

Chairman Healey next asked Trustee Troy to report in his capacity as Delegate to the Board of Higher Education. Trustee Troy reported that the BHE had been engaged recently in studying the various reorganization plans for higher education. It had also voted to amend its own bill for reorganization, including within it the proposal that Senator Harrington appoint a blue-

ribbon commission to study reorganization and to report its recommendations to the Governor in six months. This completed Trustee Troy's report.

Chairman Healey reminded the Board that the chief executives and the segmental Board Chairmen had been meeting to redraft S. 1371 to reflect some of the views of the segments. This process was continuing, and he therefore wished to adjourn the meeting, subject to the recall of the chair as provided in the By-Laws. Trustee Morgenthau who was unable to attend the meeting had provided the following statement on reorganization: "Our Board should urgently request more time. The present schedule for reorganization (S. 1371) does not allow those who are most concerned, and in particular the U/Massachusetts Board of Trustees, to read the amended bill and express an informed opinion. I believe our Board must ask the Senate Education Committee to slow down its schedule. The much amended bill is so very different from the original--we must know what it is. My second concern is for solid information from educators experienced in different systems of public higher education. I particularly have in mind New York, California, Wisconsin and Michigan. I would like an opportunity, also, to see the recent Carnegie Report (Kerr Report) and to examine its recommendation on the merits and weaknesses of a coordinating board, as opposed to an operating superboard."

Trustee Burack was recognized, and she requested that minutes be prepared of the May 24 informal meeting of the Board. President Wood moved that the meeting be adjourned at the call of the chair. The Chairman agreed to the request for minutes, and asked for discussion of the President's motion. There was none, and the meeting was therefore adjourned subject to the recall of the chair at 3:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF THE RECONVENED MEETING OF THE BOARD OF TRUSTEES

June 14, 1976; 9:30 a.m.
Chancellor's Conference Room
University of Massachusetts/Boston

ATTENDANCE:

Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Clark, Croce, Cronin, Dennis, Morgenthau, Robertson, Shearer, Spiller, Troy; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Mr. Colby representing Trustee Winthrop and Mrs. Kaplan representing Trustee Okin; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Trustees Absent: Trustees Abrams, Carlson, Conti, Eddy, Gordon, Rowland, McNeil, Shaler and Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel; Mr. Lewis, Staff Assistant for Budget; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Ms. Tillona, Special Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Schwartz, Faculty Representative; Mr. Baxter, Director of Budget and Control

UM/Worcester: Chancellor Bulger

Guests: Mr. Richard Ames, Assistant Secretary for Educational Affairs

Letter from former Trustee Weldon

The meeting was reconvened at 9:45 a.m. Chairman Healey reminded the Board that this meeting had been recalled by the Chair at the June 2 Board of Trustees meeting for the purpose of discussing reorganization. He began, however, by reading a letter from former Trustee Weldon, thanking the Board for the honorary degree conferred upon him by the University at the recent Commencement.

Reorganization of Public Higher Education

Turning then to reorganization, the Chairman briefly sketched the history of his, Trustee Breyer's and President Wood's participation in Senate President Harrington's "Working

Group," which had been composed of Chairmen and Chief Executives of the segments of public higher education. The object of the Group had been to suggest amendments in the Senate President's bill, which the segmental Boards might then review and take a position on, he said.

There had been no resolution at these working sessions of such substantive issues as what would be the size of the proposed central Board, and of who would have the initial and ultimate appointing authority, both for this Board and for the segmental Boards. The Chairman suggested that the Trustees take this opportunity to focus on these issues, specifically on the relationship of the segmental Boards to the central Board. He then recognized the President.

President Wood reported that the State College Board had met and authorized Trustee members of the Working Group and Chancellor Hammond to speak for it in further negotiations on S. 1371. The Community College Board had met and had authorized its Executive Committee to speak for it, the SMU Board would meet on June 15 and the Lowell Board was scheduled to meet on June 16. The Working Group was to meet again on Thursday, June 17 at the request of Chairman Hamilton of the Community Colleges and meetings with the Senate President and the Governor were also planned for the end of the week.

Before expressing his views on the draft amendments for reorganization, the President said he wished to reiterate the original arrangements that govern the relationship between the Office of the President and the Board of Trustees. He noted at the outset that only seven of the twenty-six Trustees who had voted to appoint him in 1970 were now on the Board.

He next sketched the various roles of the Board and its officers. The Secretary serves as a switching station between the Chairman, the President and the collective Board for providing the intelligence necessary to operations.

The President has a double role. As a Trustee, he participates in the work of the Board, which is subject to the Chairman's direction in procedure. As chief academic and executive officer, he is responsible to the collective body, not to individual Trustees, and in this latter role must keep the Board informed on University operations and on such issues as administration, program development, finances and governance. He must provide the Board with the data it needs to carry out its considerable responsibilities.

The President pointed out that he had inherited from his predecessor the pattern for carrying out these responsibilities, and this had included formal and informal sessions of the Board. He mentioned several of these, and said that informal sessions

in their proper place have always made sense to him. At the informal sessions, wide-ranging discussions had resulted in consensus about such major decisions as enrollment levels, new programs and new colleges subsequently committed to paper and adopted formally. This pattern, effectively reflecting a well-constructed deliberation process as well as open, responsible public action, was in keeping with the American Constitutional Convention of 1787, in which closed sessions had yielded conclusions of value. He gave two illustrations of this practice of informal deliberation and formal action; on the issues of coeducational dormitories and the impact on the community of the move of the University to its new quarters at Columbia Point.

The President said, speaking as a Trustee, that he would strongly favor continuation of the practice of informal meetings with the clear understanding that they cannot be a substitute for formal meetings. But he did not believe that every discussion among Trustees need take place in public circumstances. Speaking as President, he said that a continuing practice of preparing and distributing full minutes of such sessions erases any distinction between formal and informal sessions. Therefore, he said, it was his understanding that the Board would henceforth meet only in formal session.

The President then turned to the subject of reorganization. He had already stated his conviction, he said, that reorganization was necessary. The question, he said, was how strong, how systemic and how internally consistent the new structure should be.

Two key factors behind the need were the limits of growth and dwindling resources available to the public sector, the need to establish priorities among institutions and the need to eliminate redundant programs. Ordinarily, he said, these pressures would indicate the need for a more structured organization and less localized decision making. On the other hand, he noted that contemporary organizational philosophy leans toward decentralization, participatory decision making, consultation and consensus.

Speaking then directly to S. 1371, the President said that Trustee Breyer's June 4 memorandum aptly caught the tension between the "centralist" model and the "segmentalist" model. His analysis had also showed the movement in the Working Group away from the "centralist" model and toward the "segmentalist" model. The President said the June 3 draft was a consensual draft which reflected competing forces, and should not be viewed in terms of symmetry and logic as much as in terms of a compromise effort.

The questions in his mind were: (1) is the draft workable? and (2) will it hurt the University? As for the first question, the President said that the present draft can work and would be a substantial improvement over the existing situation. He said the principal instrument by which the Board of Governors would assure consistent institutional performance is the authority to prepare the budget. The master plan provisions will have to rely on their professional excellence and consensual appeal for adoption and implementation. But that is probably in the nature of things. The President said there is some rule-making authority, although it's not clear if the provision is sufficient to establish general standards in personnel and material policy. Information gathering and post-audit are in place, he said, but clearly operational authority--the power to hire and fire and to manage physical plant and facilities--would lie with the segmental Boards. The allocation of authority to the segmental Boards in certain areas, while the budget and planning authority are reserved to the central Board, he described as reasonable. He said also that an administrative reorganization, accompanying the law and becoming legislative history, is customary in federal legislation and would be essential in this case. He indicated he had begun discussions with counterpart segment heads. The proposed legislation would be evolutionary in nature, he said--the beginning, not the end.

As for the question of the impact on the University, the President said it would depend in part on the role of the deputy chancellor of the University, whose duties he said might be combined with those of the chief executive of the largest campus. He said he believed the deputy chancellor would assume a University-wide role with respect to the Board of Trustees, ensuring that the University would fare well in the professional budget-making of the entire system.

Although he was concerned about the possible loss of identity implicit in the devolution of responsibilities between the May 28 and June 3 versions, he believed the increased authority of the segmental Boards enhances the capacity of the University to protect its high standards.

Speaking then to membership, the President said the size of the Board did not bother him, since it would be only two members larger than the present University Board. What did concern him, he said, was that the other segmental Boards, smaller than ours, would be substantially stripped of their current members. It might be wise to consider a smaller central Board so that a stable transition throughout the system could be assured.

President Wood said the June 3 draft did not suggest any model structure in terms of cost-effectiveness. But it was a step forward from the present disarray. Given good will and

adequate support, it could work in an evolutionary fashion to strengthen the working relationship between the segments which, in the past, had depended too much on personal attitudes, fortuitous circumstances and good luck. The President then

> MOVED: That the Board authorize the Chairman to represent the Board of Trustees at the meeting of the Working Group scheduled for next Thursday, and to report at that time its position with respect to the reorganization proposed in the June 3 draft, consistent with the Statement of Principles of this Board. (See addendum.)

Trustee Spiller seconded the motion.

Trustee Troy said that as a Trustee of the University, he was primarily concerned with the protection of its three-campus integrity and of its excellence. He asked how the University could be protected under the present draft, and asked further what role the deputy chancellor would play in this effort? The Chairman picked up this question about the deputy chancellor, and said he believed that the reporting relationship between the deputy chancellor, the institutional presidents and the chancellor needed to be more clearly spelled out.

President Wood said the deputy chancellor would report directly to the chancellor and would be a line officer, while the vice chancellors would be staff officers. The institutional presidents would report to the deputy chancellor, but would report ultimately to the segmental Board. There was considerable discussion of this question, and the Chairman and others did not appear to be satisfied as to its clarity.

As for the maintenance of the quality of the University, President Wood said that the question was how to move education out of politics. A movement toward professional budgeting and planning, he said, would tend to move education away from politics, and would therefore probably help the University.

Trustee Breyer endeavored to represent Senate President Harrington's position as he had expressed it during a meeting with the Working Group. The Senate President had said that he believed public higher education must be reorganized. There would be less money available in coming years, and that would lead, under the present system, to segments fighting in the Legislature over the money available. He believed it would be better for a lay Board than for the Legislature to divide the available resources.

The Senate President had also said that the bill was "his

bill", and that he wanted the help of the segments in writing it. He had pointed out that anybody can advise any government leader, and the members of the group need not hesitate to provide advice to the Governor or anyone else who asks for it. Finally, Senator Harrington had said he believed reorganization had to happen soon, or else it would become entangled in gubernatorial politics and electoral politics generally.

The Working Group of the Chairman and chief executives of public higher education had been asked to work in concert on the amendments which yielded, he said, the lowest common denominator; that is, a version of the bill which would be acceptable to all the segments. The principal issues facing the Group, said Trustee Breyer, had been: (1) was reorganization desirable? (2) could the bill, going through it bit by bit, be made acceptable to the segments? and (3) what was the proper timing?

Trustee Morgenthau said she was pleased with the process as it had gone on, and that she agreed with the motion made by the President. However, she said she had concerns about the June 3 draft, although she believed that it was an improvement over the previous draft. She was concerned, she said, about the haste of the process, but also about the ambiguity and overlap between the Boards as set forth in the bill. She was concerned that the high-quality campuses and institutions not be melted in with the lesser-quality campuses and institutions, and used as an analogy Chairman Mao's idea of a house held together with nails of different quality; no matter what their quality, she said, there was a tendency to hammer in any nails which stick out.

She then expressed her concern that the bill would create many high-paying administrative jobs, and she was worried about the price tag. She said she wished there could be enough time to think things over and to study other reorganization plans, and she moved that the Board express support for the goal of reorganization, and that it request that the timetable be slowed down.

Much discussion followed on the timing question. Trustee Breyer suggested that the timing was Senator Harrington's decision, and not the Trustees'; certainly the Trustees should not expect to take so much time that there would be no reorganization at all. Trustee Dennis said he could not understand the haste, in view of the serious problems with reporting relationships still in the bill. Trustee Spiller said that the desire for reorganization originated in the political process, with the Senate President, and that the Senate President had made clear his intention to move within six weeks for the reasons which Trustee Breyer had mentioned. These were the parameters within which the Trustees would have to move if they wished to

have an influence on the outcome. President Wood said that there was a difference between the way change comes about in academic institutions as against government institutions. In academic institutions, if a policy-making group is hesitant about a proposal, it defers it for more study. In government, if one hesitates about a decision, the decision gets made by somebody else. He cautioned against taking too much time.

Trustee Burack disagreed strongly with Mr. Spiller's analysis. She said she was not constrained by the Senate President's timetable, and said her responsibility was to stand for a bill which would be best educationally, regardless of the timetable. She also was concerned that the price tag was unknown, and said the bill contained "massive ambiguity." She favored greater coordination, but said she was not convinced that S. 1371 was the right vehicle.

Trustee Robertson said that money for higher education was getting more scarce, and that he did not want to see the fight carried to the Legislature every year. He said he was concerned with the appointment process for the central Board, and maintained his opposition to any plan whereby one governor would appoint all the members.

President Wood said he must emphasize the vulnerability of the present system of higher education. He described several examples of program duplications within the system, and said such duplications laid the system open to what he called the "Silber salvo." No reorganization saves money by itself, he said; the savings would come in the system's ability to eliminate redundancy in programs down the road.

The President said he understood that it was popular to beat on administrators these days, but high-quality administrators were an expensive commodity. The elimination of professionalism in administration, he said, would not allow more graduate programs or more faculty positions. He said the system was paying a high price now for not having professionalism in place.

Discussion returned to the position of deputy chancellor. Questions raised indicated confusion and uncertainty about the role and relationship of the deputy chancellor and Trustee Troy called it "a pig in a poke." Several other Trustees reiterated the Chairman's feeling that the reporting lines of deputy chancellors and vice chancellors should be clarified.

Chancellor Bromery made the observation that the Amherst campus was not simply the largest campus in the system; it should be remembered, he said, that it was different in kind from the other campuses. There would surely be compromises, he continued, but one must remember that compromises do not always work. One

of the key questions to be resolved was whether SMU and Lowell were to be part of the system or not. The Trustees ought to take a position on something, because all of higher education would lose if the institutions continued to fight one another in the Legislature.

Chancellor Golino said he also was concerned for the maintenance of the integrity of the University. But he also said he would oppose second-class status for the Boston campus. He was as concerned as anyone about maintaining the high quality of the Amherst campus, but he hoped that the Boston campus would be given the chance to reach the same level of excellence. He said that, in his view, having the president of one of the campuses be deputy chancellor as well would set up a serious conflict of interest.

The Trustees turned then to the question of powers reserved to the segmental Boards and the central Board. Several Trustees maintained that the central Board would have a no-appeal authority over the segmental Boards. Trustee Troy, in particular, said he believed that this would ultimately lead to mediocrity on the segmental Boards. Trustee Burack also expressed strong reservations about this aspect of the bill. Trustee Breyer said that he had proposed the language in the amendment which stipulates that in the event a decision of a segmental Board conflicts with that of the Board of Governors, within the area of that Board's authority, the latter shall be controlling. He believed that if this was not clear, the courts would ultimately decide.

Vice President Lynton said that historically, systems without reasonably strong central Boards tended to have a greater leveling among institutions. This Board of Trustees was concerned with the welfare of the University, he said, and rightly so, but he reminded it that any move to protect the position of the University would tend to protect also the prerogatives of the other segments. A central Board, he suggested, would be in a better position to say, for example, that the Amherst campus should remain the locus of graduate education in the system. Trustee Morgenthau disagreed with this analysis, and said that if the system Board is too powerful, it draws pressure from the Legislature. She cited the example of the pressure put on the unified oil companies by OPEC. There was further discussion on this point.

Trustee Cronin said he was concerned, as a student Trustee, that there appeared to be no place for students in the reorganization plan. The present two student votes on the segmental Board would be reduced to one, under the present plan, and there would be no student representation on the central Board. Trustee Troy expressed his strong agreement with Trustee Cronin's concern. Trustee Clark also agreed.

Several Trustees said they would have to leave soon to make other commitments, and it was suggested that the Trustees act on the President's motion. Trustee Morgenthau said that she had earlier offered a motion with respect to the need for adequate time for study, which should be voted on or incorporated in the President's motion. Trustee Breyer, seeking to clarify the intent of Trustee Morgenthau's motion, asked if he was correct in inferring that she wished for study and refinement to continue as long as there was time, but that she did not wish to spend so much time in discussion that there would be no reorganization at all. Trustee Morgenthau said this was correct, and elaborated that she was mainly concerned that all of the concerns of the Trustees be expressed, that the Trustees have a chance to make their comments in writing, and that there continue to be a "back and forth" communication. An effort was made to combine the two motions, But Trustee Spiller asked for separate, roll-call votes on each. The President thereupon reworded his earlier motion, and Chairman Healey put both the President's and Trustee Morgenthau's motions to collective voice votes. It was then

VOTED: To authorize the Chairman and Trustee Breyer to represent the Trustees at the meeting of the Working Group scheduled for next Thursday and there to indicate our readiness to continue the negotiations presently underway.

There was a second to Trustee Morgenthau's motion and it was

VOTED: To respectfully urge that the desirable goal of reorganization in higher education be reached through a slow enough timetable to allow more discussion, and resolution of Trustee concerns about the future of higher education in the Commonwealth.

Trustees Clark, Shearer and Spiller voted against the latter motion.

Trustee Burack asked the Chairman to summarize the points that he would make when he spoke for the Board. The Chairman said he believed that he knew what the views were, and would rely on his notes.

The principal concerns of the Trustees expressed at this meeting were:

--That the Chancellor should have a vote on the central Board.

--That the distribution of powers between the central Board and the segmental Boards should be clarified.

--That the position of deputy chancellor should be clarified or eliminated.

--That students should be represented on both the segmental Boards and on the central Board.

--That the Secretary of Educational Affairs should be a voting member of the Board of Governors.

--That the composition on the several boards is a matter which should be resolved.

Several Trustees who were unable to attend the meeting had provided written statements, which follow:

Statement of Trustee Gordon

"I believe that a strong, central, lay Board encompassing all of public higher education is critically important. At the same time, however, I believe that the academic integrity of the University and the other institutions and campuses of the system should be protected.

"I had misgivings about S. 1371 as originally filed, with its emphasis on aggregation of governing responsibilities, because of its implications for the institutional integrity described above. I am also doubtful about the June 3 version, because I think it unwisely dilutes the necessary governing responsibilities of the central Board.

"After reviewing each of the successive waves of amendments, in addition to the bill as originally filed, I have decided that the May 28 version gives to the central Board enough authority for it to speak convincingly for all of public higher education, while reserving to the segmental Boards enough authority for them to maintain the integrity of their campuses and institutions."

Statement of Trustee Carlson

"Although I have been unable to attend the special informal meetings of the Board to consider problems of reorganization, I would like to summarize my views on the subject after studying the minutes of the May 24 meeting, the communications of the Secretary and the Governor and other background materials. I would make the following four points:

"1. I share the view of Chairman Healey that the present mood of the legislature demands that action be taken now and not deferred. Furthermore, I do not believe that devoting months to further study would significantly alter the compromises that have been effected thus far.

"2. With respect to the discussion at the May 24 meeting, I find my position best expressed by Trustees Gordon and Spiller. I cannot share with my friend Barney Troy, whose views I respect highly, his concern over the loss of identity of the University under a strong central Board, nor his confidence of the amiability of a well-staffed Board of Higher Education to provide the kind of educational and budgetary coordination that is needed. In particular, I believe the most urgent need of the Commonwealth is better differentiation of the respective missions of the University of Massachusetts, the Universities of Lowell and Southeastern Massachusetts, and particularly the State Colleges and the Community Colleges. Only a strong central Board with overall budget authority can accomplish this, in my opinion.

"3. On the matter of appointments to a new central Board, I could support any method which insures that no single Governor can by direct appointment to either the central Board or any of the segmental Boards control the majority of any of these boards. Call this politicization if you will; it is in fact a political process and will remain so.

"4. Finally, I believe the role of the Chancellor under S. 1371 is sound, so long as he serves at the pleasure of the central Board. Institutions of higher education, in my view, are enterprises of such size and complexity that the direct participation of even segmental Board members in governance is largely a myth. Therefore, only through a strong Chancellor, supported by a staff of very high caliber, can real progress be made in the direction of more and better education for the monies expended. As compared to the current segmental Boards, the role of the central governing Board would be even more policy oriented rather than governance oriented.

"In conclusion, I feel that whatever the disagreements on language may be, S. 1371 represents the soundest approach among the various proposals that have been put forward. Furthermore, I believe that the May 28 version of S. 1371 which establishes a stronger central Board is to be preferred, but realistically I could comfortably go along with the June 3 amendments."

Statement of Trustee Rowland

"Mr. Chairman, I have read and compared the original draft of S. 1371, the May 28 amendments and the June 3 amendments. I am prepared at this time to give unenthusiastic support to the June 3 version, because I believe some reorganization is better than none, and because I believe it would still be a major step forward in strengthening all of public higher education and therefore in preserving fiscal autonomy, which is basic to maintaining high educational standards and quality operations. I must say, however, that I would have given stronger support to

the May 28 version, because I believe those amendments gave to the central governing board more responsibility and thus sufficient authority for it to govern higher education effectively as a single system.

"The most important reservations I have about the June 3 amendments, though by no means all, are the following:

--The provision that requires a two-thirds vote before the central board may adopt or change a master plan inhibits the Board.

--The provision which mandates that an appropriation must be allocated to the segments in the same proportions as was requested, regardless of legislative reduction, hamstrings the central board's oversight role and diminishes that board's ability to interface budget with the statewide programmatic plan.

--Finally, the provision that gives to the segmental boards the authority to appoint the presidents of institutions rather than the central board, constitutes a reduction of the central board's actual authority.

"In short, I believe that the June 3 version would create a governance structure with the potential to develop a good system of higher education, but would withhold from the central Board the authority it would need to be fully effective. Nevertheless, I reluctantly support it and urge that no further delay take place, as I mentioned in my earlier communication, if we in higher education are to get on with the job."

The meeting was adjourned, subject to the recall of the Chairman, at 12:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

ADDENDUM 4133

UNIVERSITY OF MASSACHUSETTS
AMHERST · BOSTON · WORCESTER

BOARD OF TRUSTEES
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

May 24, 1976

Statement of Principles on Reorganization of Public Higher Education

The Board of Trustees of the University of Massachusetts, in informal session of the Board, and by subsequent review and comment of its members, has reviewed pending legislation respecting the reorganization of higher education, specifically S 1371, H 4623, H 4882, and without commentary on specific legislative provisions, endorses the following general principles it believes should guide future public and legislative consideration of the measures.

1. There is a need to reorganize public higher education in the Commonwealth in order to achieve the following objectives: (a) the establishment of mechanisms for effective coordination, planning and evaluation, (b) the coherent development of budget and planning responsibilities in time of limited resources, (c) the enhancement of cooperation between public and private institutions, and (d) the clear delineation of authority and responsibility between the Secretary of Educational Affairs and the Board of Higher Education or its equivalent.

2. The future of public higher education is too important to be endangered by the politicization of the reorganization process. The issue of who shall make initial appointments to the governing body should be separated from the issue of what form of reorganization is desirable. The goal must be a professionally crafted and structured reorganization that can assure quality, acknowledge diverse educational missions, and guarantee broad access.

3. Fundamental to any reorganization must be the preservation of fiscal autonomy under the principle of governance by lay boards. The governance process should maintain the principles and processes of academic governance involving the participation of faculty and students.

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4. The integrity of the University of Massachusetts must be preserved in order to maintain the academic quality and educational excellence which the campuses and the University have achieved.

5. Public higher education should be unified by arrangements that assure overall budgeting, planning and program coherence in order to preserve and improve educational opportunities and diversities for students across the Commonwealth. On these matters it should speak with one voice. This is especially true in a time of fiscal scarcity and uncertain enrollments.

6. Within a unified system of public higher education, governed by a central lay board, the segmental components should have operational identity and authority. The central board should have the authority for planning, budgeting and quality control. The segmental boards should be responsible for carrying out the mission of each of the segments within the context of the total system of public higher education.

7. The continuation and improvement of an independent unit responsible for collegiate authority for the Commonwealth of Massachusetts and representative of both public and private higher education is required for the orderly accommodation of the public and private sectors. The inclusion of the private sector should be accompanied by the sharing of pertinent information and the acceptance of arrangements that assure appropriate accountability.

4136

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF RECONVENED MEETING OF BOARD OF TRUSTEES

June 21, 1976; 2:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Clark, Croce, Cronin, Gordon, McNeil, Morgenthau, Spiller, Troy, Mr. Colby representing Trustee Winthrop, and Mr. Callahan representing Trustee Anrig; Treasurer Johnson; Secretary Hardy; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Absent Trustees: Trustees Abrams, Carlson, Conti, Dennis, Dukakis, Eddy, Fielding, Robertson, Rowland, Shaler, Shearer and Okin

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Cass, Executive Assistant to the President; Mr. White, the Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Tillona, Special Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Boelcskevy, Faculty Representative; Professor Schwartz, Alternate Faculty Representative; Professor Patterson, Boyden Professor of the University

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative

Guest: Mr. Ames, Assistant Secretary of Educational Affairs

State Employees Strike

The meeting was called to order at 2:05 p.m. Chairman Healey called on President Wood, who reported briefly on the state employees strike as it affected the University. He said the University had been negotiating with the various unions representing classified staff for some time, as has the Office of Employee Relations within the Executive Office of Administration and Finance. But because the collective bargaining law recognizes its educational and autonomous character, the University has been granted the right to negotiate and act on its own. Mr. Janis then described the situation at the campuses.

Reorganization

Chairman Healey then turned the meeting to its main business, reorganization of public higher education. The Chair-

man said he had been present at the June 18 meeting of the Working Group, along with President Wood and Trustee Breyer. Later, Trustees Troy and Breyer had met with the Governor and Senate President Harrington. He reported that he and Trustee Breyer had tried to convey the suggestions of the Board as expressed at the June 14 session, and further amendments had been generated to S. 1371. He had made it clear at the meetings that neither he nor Trustee Breyer were actually speaking for the Board of Trustees. There had been a full exchange of views during these sessions, at which all the segments had been represented, and he believed that there was a consensus on these amendments, although some further changes need to be made. He added that the Joint Committee on Education had requested the Working Group to meet with it in executive session on Thursday, June 25.

President Wood explained that the Governor's Chief Secretary, David Liederman, had attended the session of the Working Group, and had praised its work, although he had again stressed the Governor's concern about an open process. Trustee Breyer then reported that Mr. Liederman had expressed three concerns on behalf of the Governor: (1) that there be real power on the segmental boards, (2) that some resolution was needed on the method by which appointments should be made, and (3) that some kind of a bill was needed.

Trustee Breyer then reported that two proposals had been devised which dealt with the question of appointments: the "Serio plan" and the "Healey plan". Chairman Healey explained that the Serio plan called for reduction of the size of the Board of Governors, which would then be filled in the following fashion: four Trustees each from the three largest segments, two each from Lowell and SMU, the Secretary of Educational Affairs added as a voting member, and four new gubernatorial appointments. The Healey plan was based on the view that all-new segmental Boards were not necessary. Under this plan, all of the vacancies created by the move to the central Board under the Serio plan would be filled by the Governor. The composition of the Segmental boards would therefore remain the same as under present statutory requirements, except that the size of the U/Mass Board would be reduced to a total of twenty-two members.

The Chairman then asked Trustee Breyer to continue his report about the meeting with the Governor. Trustee Breyer said the Group had met with the Governor, Mr. Ames, Mr. Liederman and Mr. O'Donnell. The Group had conveyed to the Governor its support for the bill, with certain amendments. It had described the "Serio" and "Healey" plans for composition of the central Board, but had expressed to the Governor a reluctance to get into the essentially political question of who would be appointed to it; this was a matter for others to decide. The Group had also made the point that it was in the posture of making suggestions to the Senate President about his bill.

The Governor had implied, said Mr. Breyer, that he would be flexible about a reasonable bill, and he expressed several points:

(1) that his instinct was for a bill soon, if it was a good one, but that if the segmental representatives object to the bill, the process should be slowed down.

(2) that the segmental Boards should have real power, but that the Board of Governors should also have real power.

(3) that if SMU is adamant against certain requirements of the bill, perhaps exceptions should be considered.

(4) that if the members of the Working Group believe there is something wrong with the bill, they should let him know about it.

Trustee Troy reported that the Governor had said that he would be satisfied with the bill if the Trustees were, again apparently assuming that the members of the Working Group represented the Boards. Trustee Gordon asked if the Governor had expressed any specific views about the bill, and Mr. Breyer said he had not. Mr. Ames added, however, that the Governor did not feel that the June 3 version was the satisfactory result he had hoped for.

Mr. Breyer then reported that the Working Group then met with Senate President Harrington. The Senate President had expressed his thanks for its suggestions, and said he would submit an amended bill to the Education Committee. He had seemed generally satisfied. Trustee Burack asked whether the Joint Education Committee had seen any of the amendments, and asked also what form the bill would take when submitted to it. Mr. Breyer said he did not know, and Mr. Troy said he imagined that the Working Group would urge the latest amendment before the Committee. The Senate President had asked the Working Group to meet with the Joint Education Committee and said that there would probably be a public hearing on the final bill.

President Wood said he had reported to the Senate President for the Working Group, and had outlined the areas in which it had reached agreement, such as on the role of deputy chancellors, and had reported on issues which it had agreed on but which were politically volatile, such as the grant of autonomy for the segmental Boards and the issue of single-item appropriations. The President had then indicated the areas in which deep differences remained on the Working Group. One was the question of whether employees of private institutions could serve on any of the Boards; the Working Group had voted three to two against allowing such representation. It had agreed that there needed to be further consultation on the question of collegiate authority.

On the question of private membership, Trustee Troy thanked the Board of Trustees for coming out against the proposed exclusion, which he said was critical. Trustee Breyer commented that apparently those segments who opposed membership of employees of private institutions did so because they believed that such persons might damage the interests of public higher education. The Chairman remarked that persons who took the oath of office presumably would not be out to damage the University.

Trustee Burack noted that the private institutions wanted equal representation on the proposed Postsecondary Commission. She said she believed that this would be potentially detrimental to public higher education. President Wood described the discussion which had taken place within the Working Group on this question, and then cited some of the language relating to the Commission in the new draft. Under the current amendments, the Postsecondary Commission would have five representatives from public higher education, five appointed by the Governor and three representatives of private higher education. The Commission would review both the quality and the need for programs of the public sector as well as part of the private sector, which is an expansion of the collegiate authority powers of the BHE. The review of private sector programs would, however, be limited to those private institutions which receive a general or special appropriation of public funds. The rationale of the new language was that (1) some instrument was needed for working out public policy with respect to the relations of public and private, and that (2) there ought to be some equivalency, if not numerical equality, of public and private representation on the Commission.

Trustee Spiller asked how many private institutions did not receive a general or special appropriation, and President Wood replied that he would guess about ninety percent did not. Trustee Spiller expressed reservation about having three private representatives out of thirteen, when only a fraction of private institutions would be subject to the authority of the Commission. Trustee Gordon questioned the wisdom of giving the Commission authority to veto the purchase, say, of a piece of equipment by the public sector on the grounds that it duplicates equipment owned by the private sector, when the private sector may have access to outside funds while the public sector must go through the certificate of need process. Vice President Lynton replied that, under the present system, the BHE could pass on the quality of, but not the need for, a new program. Mr. Lynton said that under the current amendments, the Postsecondary Commission would have limited power to make judgments on the need for a program by the private sector, and would have representatives of the private sector as members. Chairman Healey said that representation of the private sector was a difficult question, but that it should be recognized that everybody, public or private, has the interests of the students at heart. The private sector would continue to make a significant contribution to the Commonwealth,

as it had in the past, and it would be necessary to fit it into the plan in a reasonable and equitable way.

The Board then discussed the relative relationship between the Board of Governors and the segmental Boards. Trustee Troy said he was troubled by the provision that when the segmental Board disagrees with the Board of Governors, the Board of Governors has the final say. He thought there should be a check of some kind on the powers of the Board of Governors. Trustee Gordon made the point that there were checks and balances at present in the governance system of the University. He said some persons were bothered by the staffing cost of the new system, but he asked what would be the staff cost for lengthy appeals by segments. Trustee Breyer suggested that on major issues, there could perhaps be some appeal process for the segmental Board. He commented that the provisions in the bill which called for two-thirds majorities on certain override actions by the Board of Governors was an effort to make this distinction between major and minor issues. He said he had a terror of too much due process. It was finally agreed that the sense of the Board was that on major issues, a segmental Board would have the right to some form of judicial review, but such a process could be invoked only in disputes between one Board and the central Board; an individual institution in one of the multicampus segments could not make such an appeal.

Discussion then took place about the position of the deputy chancellor, a subject which had caused much disquiet among Trustees at the previous meeting. Under the new amendments, the segmental Boards with more than one campus would have the option of appointing a deputy chancellor to oversee all the campuses. The deputy chancellor would be the representative of the Board of Trustees and would report directly to it, not to the Chancellor or the Board of Governors. The segmental Board would have the option of choosing one of the campus Presidents to serve as Chancellor or not, as it chose. The Chairman explained that the relationships between the segment level and the system level would be "board to board." Trustee Burack said she believed the position should be called something other than deputy chancellor, because it would seem to the outsider that a deputy chancellor would logically be a chancellor's deputy.

Trustee Morgenthau asked whether it was possible, in the legislation as presently written, that the Board of Governors could decide by a two-thirds majority that all tenure decisions would thenceforth be made by it - the central board. Trustee Breyer said that the Board of Governors under the present version had the power to establish general tenure policy. Such a policy could conceivably be part of a master plan, which would have to be adopted by a two-thirds vote. Strictly speaking, then, the Board of Governors would have that power. Mr. Lynton pointed out, however, that the bill gave to the segmental Board the power to grant tenure, and further provided that the segmental boards could delegate that power

to the campuses. The Board of Governors had no authority to grant tenure, under the statute.

Trustee Morgenthau elaborated on her question. Does the bill, she said, include any barriers to pressure from an institution, a section of which is being closed, for the absorption of tenured faculty by another institution? She said it ought not to be easy for a transfer of faculty from one institution to another. Mr. Lynton said there were two questions: (1) could a faculty member claim the right to transfer between institutions within a segment, and (2) could such a person claim the right to transfer between segments? The first was the more difficult, since no one could reasonably claim the right to the second. He cited page 18, section 8-d as support for the authority of the segmental Board to appoint the professional and nonprofessional staff at their institutions.

Trustee Morgenthau said that "this mixes up the questions of whether one is granted tenure at the institution or in the segment," and she said she was interested in the answer to that question. She was furthermore interested to know whether the answer to the question was the same for all segments. Several Trustees responded that it would be up to the segmental Board. Trustee Burack asked whether Trustee Morgenthau was asking what rights would the faculty of a community college have, as an example, which was merged with another. Could an untenured person of great substance, posed the Chairman, be "bumped" by a tenured person of an institution being closed? and Mrs. Morgenthau added, "Could the young at one institution be bumped by the old from another?" She observed that the present practice was for tenure to be granted at the institutional level, and she did not want anything in the bill which would change this practice. Again it was stressed that the segments would have the power to make the decision.

Trustee Cronin asked whether the Board of Governors, in exercising its power of general tenure policy, could decide on a policy-making basis that tenure could be granted only on an institutional basis, and Counsel Bench replied that it could. Chancellor Bromery warned that adding specificity to the statute on this point might actually serve to bind the Boards, and Trustee Morgenthau agreed that "there is danger whichever way you decide it." Chairman Healey remarked that the amendment process on this bill had moved it generally toward greater power for the segmental Boards, but that the working out of all these details would have to come with experience. He also remarked that no system could be designed so perfectly that all problems could be excluded. Beyond a certain point, it would be up to the fairness, competence and good will of the members of the Boards themselves to work out unanticipated problems that arise.

Three points were made on membership. Trustee Gordon said he believed strongly that the University Board of Trustees

should have an alumni member. Trustee Cronin then said he was pleased that the June version of the bill had added another student member to the segmental Board, but said he believed that a student member ought also to be on the Board of Governors. The Chairman said that the Working Group had discussed this, but had been unable to resolve the problem of how such a person would be elected and who he or she would represent. Trustee Cronin replied that an intersegmental student panel was working on this problem and would make recommendations. The Board also agreed with Chancellor Bulger that Worcester students should be represented. Professor Boelcskevy then said that the Chairman and Trustee Breyer ought to press for faculty membership on the Board of Trustees, but the Chairman replied that the Working Group had opposed this on the grounds of potential conflict of interest. But he said faculty views would certainly continue to be heard, as they are heard now, though the Board policy of having official faculty representatives to the Board, which is not a statutory requirement.

After further discussion, the meeting was adjourned, subject to recall of the chair, at 4:20 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF THE RECONVENED MEETING OF THE BOARD OF TRUSTEES

June 28, 1976; 2:30 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Carlson, Clark, Conti, Croce, Cronin, Dennis, Gordon, McNeil, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy; Mr. Callahan representing Trustee Anrig; Mr. Colby representing Trustee Winthrop and Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Trustees Absent: Trustees Abrams, Eddy, Fielding, Okin and Shaler

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Brand, Associate Treasurer; Mr. Bischoff, Associate Provost; Ms. Tillona, Special Assistant to the Chancellor

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professors Boelcskevy and Schwartz, Faculty Representatives; Mr. Larner, Director of Public Relations; Professor Patterson, Boyden Professor of the University; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost

UM/Worcester: Professor Smith, Faculty Representative

Guest: Richard Ames, Assistant Secretary of Educational Affairs

Reorganization of Higher Education

The meeting was reconvened at 2:40 p.m. Chairman Healey, continuing his reports on the progress of reorganization of public higher education, reported that the Joint Education Committee of the General Court had met in executive session, with the members of the Working Group present. He said that he, the President, Trustee Breyer and Trustee Troy had been present, and he reported that the status of the Senate President's bill, S. 1371, was uncertain at this point. There had apparently been a great deal of confusion on the part of the members of the Committee as to the contents of the bill as finally drafted. They had not received copies of it until the night before and had probably not had a chance to read it. Chairman Healey's impression had been that the members were not convinced that the kinds of delegations to the Board of Governors contemplated by the bill--the creation and merger of institutions, the parceling out of funds, the establishment of programs, etc.--were necessary. There seemed to be confusion among

the legislators about some powers for the Board of Governors, which were in fact statutory powers already granted to the lay boards. There was clear opposition to reorganization of any kind on the part of two members of the Committee from southeastern Massachusetts, he said, and the others simply had not got past the point of giving up traditional legislative control and had not really delineated clearly new powers from old, which S. 1371 would mandate for higher education.

Trustee Troy said that the members of the Committee "had heard of reorganization," and apparently had "predispositions" on the subject. The Committee had not addressed itself to any of the issues to which the Working Group and the Board of Trustees had addressed themselves. President Wood said that the SMU contingent on the Working Group had determined to join the southeastern Massachusetts legislative delegation in opposition to the bill and did so. Trustee Breyer described the meeting as "chaotic," because the legislators had received the bill only a short time in advance and had tried to discuss the bill section by section from the beginning, which resulted in a discussion of specifics apart from the general principles, which he said tended to make it difficult to have a coherent conversation. Later in the meeting, he said, after President Wood spoke, he had felt the Committee had begun to grasp the basic principles.

Mr. Cass reported that the Committee had held another meeting this morning during which, among other things, the Board of Higher Education had been asked if it would be able to "handle the budget," if it had sufficient money and staff. Members of the Association of Independent Colleges and Universities (AICUM) representing private higher education also testified at this session. The Committee had adjourned all further hearings until July 6.

Secretary Parks said that he and the Governor had offered several amendments to the bill, which had been sent to all Trustees. The Governor would find the bill unacceptable if it did not address itself to those amendments. He said these amendments had been "checked out" with the various segments of higher education, and they "had pretty well agreed that those amendments which we submitted were the kinds of things that they could reasonably support."

A long discussion ensued about the wisdom and possibility of the Board of Trustees taking a formal position on the bill. Trustee Morgenthau said she believed the ball was in the General Court, that the bill itself was changing and that the Board should not at this time take a position. Trustee Burack agreed, and pointed out that further amendments needed to be considered, the Board has not discussed the Secretary's amendments, and she said it was not possible to have a clear idea of exactly what the Board would be voting on. She also observed that the Joint Committee

on Education had not even heard about the several points of concern that this Board of Trustees had expressed, such as a grievance procedure, the position of deputy chancellor, private sector membership on the Postsecondary Commission and the Healey and Serrio plans. Two legislators on the Committee had called her to ask about these details. The Committee, she said, had got a bill absent these concerns, and therefore the Board could not take a position in support of the June 21 version.

Trustee Breyer pointed out that the Committee had received the consensus draft of the bill, and that these concerns had not been a part of the segmental consensus. The Working Group had felt, in his view, that the "political issues" of the bill, such as who would be appointed to the various Boards, were the business of the Legislature and the Governor. He said there had been no effort to keep the Board's concerns from the Joint Committee. President Wood recalled that the concerns generated as a result of the June 21 Trustee meeting were expressed on the assumption that the Working Group was to meet again before the meeting of the Joint Committee--but in fact it had not. Trustee Breyer stated his readiness to take an affirmative position on the bill if the Board felt this would be useful. He added that one way for the Board to approach the problem would be to take written positions, and to move toward a position from there. Chancellor Bromery warned that if the Trustees took no position on anything, we might wind up back with the February 4 draft of S. 1371.

Trustee Gordon expressed his shock at the slowness with which the Board was moving. He said the Trustees had "built universities" faster than it had moved on this issue, and suggested that if the Trustees do not take a position now on the principles of reorganization the Legislature would move on without their advice. He called this an "abdication."

Secretary Parks said the Trustees were caught in a tangle of vested interests, that this was a difficult issue. He said they should not abdicate, but should think these things through carefully and keep in mind what is best for the students. He said he believed there should be some form of reorganization, and that everybody was agreed on this much.

There was further discussion on the question of the Board's taking a position. The Chairman said there was a chance that a strong position by a governing body might have some influence on the outcome. Trustee Clark said that since the Joint Committee had asked for further suggestions, the Board ought to take advantage of this opportunity. Chairman Healey pointed out at this time that the Board should remember that the Joint Committee on Education was only the first stop for the bill. Since it had fiscal implications, it would also have to go to the Ways and Means Committee.

UNIVERSITY OF MASSACHUSETTS

At 3:25 p.m. President Wood made a motion which was seconded and it was

VOTED: To enter executive session.

The executive session ended at 4:40 p.m.

Following the executive session, Chairman Healey announced that he had appointed a special committee, to be called the Ad Hoc Task Force on Reorganization, to be composed of himself, President Wood and Trustees Breyer, Cronin, Morgenthau and Troy.

It was agreed that the Ad Hoc Task Force would review further the June 21 bill and proposed amendments from Secretary Parks, the students, the Serio plan, etc., and prepare a short statement which would be sent to the rest of the Board. President Wood proposed that members of the Board might respond to the work of the Ad Hoc Task Force by poll. It was agreed that a polled vote would be taken unless members of the Board required the Chairman to call a special meeting.

Chairman Healey said that Trustee Carlson had offered a resolution which was discussed in the executive session. He then recognized Trustee Carlson who made the motion, which was seconded by Trustee Rowland, and it was

VOTED: The Board of Trustees of the University of Massachusetts, mindful of the difficulty in maintaining continuity of purpose in the face of confusing debates over reorganization of higher education in the Commonwealth, over the fiscal priorities of the state, and in the stressful environment facing all institutions of public higher education in these times, now resolves as follows:

1. To reaffirm the unequivocal commitment made by this Board some seven years ago to the attainment of the highest possible quality in public higher education in Massachusetts;

2. To reaffirm that the best means for delivery of this quality is a system of separate campuses with a high degree of autonomy in carrying on varying educational roles, but requiring the policy coordination of a strong and separate President's Office, effectively staffed;

3. To affirm that, irrespective of the directions taken by the possible reorganization of higher education in the future, the Trustees express full confidence in the ongoing leadership of President Robert Wood, whose personal leadership,

vision, and commitment to quality, as well as to effective resource management, have contributed immeasurably to the attainment by this University of the position of leaderhsip it presently enjoys.

Trustees Breyer, Carlson, Clark, Croce, Dennis, Gordon, Healey, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy, Wood, Mr. Callahan representing Trustee Anrig, and Mr. Colby representing Trustee Winthrop voted aye; Trustee Conti, and Secretary Parks representing Trustee Dukakis voted nay; and Trustees Burack, Cronin and McNeil abstained. Ayes: sixteen; nays: two; abstentions: three.

The following remarks by Trustee Burack are hereby made a part of these minutes at her request:

"I wish to be recorded as abstaining from voting on this motion on procedural and substantive grounds. The item and the resolution were introduced with no advance notice to the Board that it would be discussed (in spite of the fact that as late as the evening before I was informed by the secretary that we were meeting to hear a report on the Reorganization hearings held on June 24, 1976). A few Trustees, however, clearly had been informed and were ready to make the motion and present it for immediate consideration and vote. The President's statement that he would 'continue to consult with the Chairman and a few key Trustees' (!) signals a continuance of what I consider poor policy.

"I further question the propriety and even the legality of having this motion placed in this way, and also whether it could be discussed in Executive Session, in light of the recently amended Open Meeting Law in effect since January 1, 1976.

"Substantively, I would be opposed to the vote since it would give prior approval to the actions of the President for the months ahead. Also, it reflects what is to me a fundamental problem, namely the confusion between principles and personalities, between dissent and dissension, so that questions and criticism on issues have been construed as attacks on the President and the Office of the President. Before reaffirming what was referred to as the '1969 vote' of the Board, as contained in the Carlson Resolution and made part of the vote, which presumably established a 'strong and independent President's Office,' it seems basic that the original policy vote in 1969 should at least have been brought before the current Board of Trustees for review and discussion in terms of today's circumstances and possibly different views. I do not accept the concept of 'for or against' the President as enunciated by one of the Trustees, otherwise why have a Board of Trustees?

"It is entirely possible, and in my view advisable, for there to be disagreement and difference of opinion, without under-

mining the leadership of the chief executive officer of the Board of Trustees, or denying his real accomplishments and achievements as an educational leader of national renown. I believe, in fact, that the reverse is true, and that such 'open discussion' would enhance that reputation and his work for the University over the past several years. The same objectivity and independence which the Chairman and others have claimed as the right of the President, however, must always be retained and exercised by the Trustees: that, in my opinion, is the purpose of the Board of Trustees: to evaluate and judge the issues and options as presented, and then, to vote to establish policy that is in our judgment best for the students and the University as a whole."

There being no further business to come before the Board, the June 1976 meeting was adjourned sine die at 4:42 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

August 4, 1976; 2:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Burack, Carlson, Clark, Conti, Croce, Cronin, Dennis, Gordon, Morgenthau, Robertson, Rowland, Shaler, Shearer, Spiller, Winthrop; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary, recording

Absent Trustees: Trustees Breyer, Eddy, Okin, McNeil and Troy

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Prussing, Deputy Budget Director; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Professors Boelcskevy and Schwartz, Faculty Representatives; Ms. O'Shaughnessy, Affirmative Action Officer

UM/Worcester: Chancellor Bulger

Guest: Mr. Martus, Co-President of the UM/Amherst Student Government Association

The meeting was convened at 2:07 p.m. The Chairman turned to the minutes of the June meeting and asked if there were any changes or corrections. Trustee Burack moved that her reasons for abstaining from the vote of the June 28 session be incorporated as a part of the record. There was no objection, and it was thereupon

VOTED: To approve the minutes of the June 1976 meeting of the Board of Trustees convened on June 2 and reconvened on June 14, June 21 and June 28, as amended. — Approval of Minutes

Upon motion and seconded at 2:15, it was

VOTED: To enter executive session to discuss Honorary Degree candidates. — Executive Session

Board
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UM/Worcester--
Hospital Management Board

UNIVERSITY OF MASSACHUSETTS

The executive session ended at 2:45.

Chairman Healey sought and received the approval of the Trustees for the establishment of September 8 for the next meeting of the Board, in view of the date of Labor Day. He then asked for the concurrence of the Board in his appointments to the Hospital Management Board of the University of Massachusetts Medical Center. Upon motion made and seconded it was

VOTED: Pursuant to the provisions of Article II, Section IV of the By-laws of the Medical Center of the University of Massachusetts as adopted on January 7, 1976 (Doc. T76-034A) and as amended on June 3, 1976 (Doc. T76-100), the Board of Trustees hereby appoints the following individuals to the designated terms of membership on the Hospital Management Board of the University of Massachusetts Hospital at Worcester:

Appointive member	Term
Mr. Joseph Benedict 89 Newton Street West Boylston, Mass. 01583	Three years
Mr. Robert Bowditch 15 Westland Street Worcester, Mass. 01601	One year
Mr. Richard H. Harrington 23 Ipswich Street No. Andover, Mass. 01845	Two years
Mr. Frederic W. Hillis 3252 Chestnut Hill Ave. Athol, Mass. 01331	One year
Mrs. Russell E. Johnson 110 Forest Drive Holden, Mass. 01520	Two years
Dr. Anne Kibrick 381 Clinton Road Brookline, Mass. 02146	Three years
Sister Kathleen Popko, S.P. Providence Mother House Holyoke, Mass. 01040	Two years
Dr. Alonzo S. Yerby 18 Draper Road Wayland, Mass. 01778	One year

VOTED: Pursuant to the provisions of Article III, Section IV of the By-laws of the Medical Center of the University of Massachusetts and adopted on January 7, 1976 (Doc. T76-034A) and as amended on June 3, 1976 (Doc. T76-100), the Board of Trustees hereby appoints the following members of the Hospital Management Board of the University of Massachusetts Hospital at Worcester as Chairman and as Vice Chairman, respectively:

Chairman: Mr. Joseph Benedict
89 Newton Street
West Boylston, Mass. 01583

Vice Chairman: Trustee Gavin Robertson
11 Birchwood Road
Worcester, Mass. 01609

Chairman Healey announced that in addition to Trustee Robertson, he had appointed Trustees Croce and Cronin as Trustee members of the Hospital Management Board.

Remarks of the President

Following these items, Chairman Healey recognized President Wood for his remarks. President Wood reported that, for the first time in several years, a University appropriation had been enacted near the beginning of a fiscal year. He reported that the budget was $108,075,025, and provided comparative information with regard to House I, the FY 1976 budget, and specified the increases in line item accounts. The total increase over FY 1976 was $7,994,928, or eight percent.

University Budget

Still on the budget, the President said he was pleased to be able to report that, while the contact hour and critical need provisions had been eliminated from the appropriation act, the prohibition on merit increases had not been. He said this continuing prohibition was one of the most serious problems facing the University at the present time, and said much work would have to be done by his staff and by the Chancellors to find ways to come to grips with the problem.

Reorganization

Speaking then to the subject of reorganization, the President said it was a fair statement that the situation had not changed materially since his memo of July 12. There were several causes which he said had led logically to the present situation: the regional sense of identity of SMU, divisions within and among Boards of Trustees and segmental chief executives and the disinclination of the national academic community for a restructuring at this time. He said he had been grateful for the opportunity to express his own views, and he said he hoped that the Trustees regarded their own extraordinary efforts as worthwhile.

Summer Jobs

The President reported on the University's role in

the summer jobs program authorized by the Legislature under the initiative of Senators Owens and Kelly. He described some of the activities of a Committee on Program Coordination and Evaluation of which he was chairman. He said the committee was concerned that the educational as well as administrative aspects of the program be followed up after its completion, and he hoped that if the program were regarded as successful, the University be given more advance warning next year so that it might do an even better job.

Columbia Point Peninsula

The President then said that the development of the Columbia Point Peninsula was proceeding, and he hoped to be able to present new designs for the Kennedy Library to the Buildings and Grounds Committee in September. He also reported on an increase in alumni donations of 11.8 percent over last year. This concluded President Wood's report, and he called on Chancellor Bromery of the Amherst campus.

UM/Amherst--Chancellor's Report

Chancellor Bromery reported that he had accepted with regret the resignation of Robert Gage as Vice Chancellor for Student Affairs. He praised Dr. Gage's five years in the vice chancellorship and the previous ten years in building what he called one of the finest student health services in the country. He said that Dr. Gage planned to return to teaching in the School of Public Health.

Dr. Bromery then reported that the Search Committee for the positions of Dean of the Schools of Education and Engineering had made their recommendations, and he had designated individuals whose names he said he would submit to the Board for its approval in due course. The names should more properly be kept confidential, but since the name of Dr. Mario Fantini had been publicly identified as the choice for Dean of the School of Education, he could mention this choice publicly. The name of the Dean of Engineering he would release later. Chancellor Bromery reported that once he had completed another interview with one individual, he could submit to the Board for its approval his appointment of a new Vice Chancellor for Academic Affairs and Provost.

Finally, Chancellor Bromery asked on behalf of the campus that the Trustees return to the Amherst campus as a site for their meetings in the future. Chairman Healey replied that the present schedule called for the Trustees to meet at the Amherst campus in November. This completed Chancellor Bromery's report, and President Wood called on Chancellor Golino of the Boston campus.

UM/Boston--Chancellor's Report

Chancellor Golino reported that the first fee-assisted summer session had been completed successfully, considering the lateness with which the announcement had been made: about 1,350 students had participated. He said he would submit a full report in the fall.

The search committee for Vice Chancellor for Adminis-

tration and Finance had received 240 applications, said Chancellor Golino, and he hoped that this process would be completed by sometime in October. This completed his remarks, and the President called on Chancellor Bulger of the Worcester campus.

UM/Worcester--Chancellor's Report

Chancellor Bulger told the Trustees that Dr. Brownell Wheeler, who had held the positions of Chairman of the Department of Surgery and Chief of Staff of the Hospital, had resigned the latter position to coincide with the arrival of Dr. Philip Caper as Vice Chancellor for Health Affairs. Dr. Wheeler, he said, had carried out his dual role, which was an extremely difficult and sensitive one, with great selflessness, and he said he expected to propose some expression of appreciation at a subsequent meeting of the Board. Trustee Croce strongly concurred with Dr. Bulger's sentiments.

Chancellor Bulger also provided information about the census of the Hospital and the types of patients currently being admitted, and he affirmed that the Hospital was right on schedule. The Hospital, he said, was providing an array of services to a patient population of which one-third is from the city of Worcester, one-third from the county and one-third from outside the county. This completed the Chancellor's and the President's reports.

Chairman Healey recognized Trustee Spiller, who said that he did not believe that the successes of the President and his staff in securing the University's FY 1977 Budget should go unrecognized. The Trustees should recognize the work the President has done on behalf of the University in getting this budget, and those who "throw stones" at the President should be made aware of his success in this area.

Report of Executive Committee

Chairman Healey then turned to the report of the Executive Committee. The first item was the proposed approval of the Interim Privacy and Confidentiality Regulations in compliance with the Fair Information Practices Act (Doc. T77-005). Mr. Janis explained that these regulations were compiled in compliance with state law. There was no discussion, and upon a motion made and seconded, it was

Confidentiality Regulations (Doc. T77-005)

VOTED: To approve and adopt the University's Interim Privacy and Confidentiality Regulations (Doc. T77-005) under the Fair Information Practices Act (Chapter 66A of the General Laws); further, that the President is directed to report to the Executive Committee no later than the February, 1977, meeting of the Board on the need for any amendments to the said regulations.

UM/Boston--Affirmative Action Program (Doc. T77-004)

The next item was the Affirmative Action Program at UM/Boston (Doc. T77-004). Chancellor Golino described this as a "good solid program" directed at both students and staff. There

were no questions or objections and it was

VOTED: To adopt and approve the Affirmative Action Program of the University of Massachusetts at Boston which is contained in Trustee Document T77-004.

VOTED: That the University administration be directed to report to the Board concerning the present status of affirmative action relating to purchasing from minority vendors, and to develop and present to the Board a detailed affirmative action program for minority vendors in the area of purchasing.

UM/Boston--Use of 100 Arlington Street

Chairman Healey then introduced a proposed change in the contract between the University and the Boston School Department for the use by the Department of 100 Arlington Street. Chancellor Golino explained that the Department would now need only two floors in the building and said that negotiations for altering the contract were under way. Upon motion made and seconded, it was

VOTED: To authorize the Chancellor of the University of Massachusetts at Boston, to negotiate and execute an agreement with the City of Boston whereby for a period of time not extending beyond June 30, 1977, the seventh and eighth floors of the University's facilities at 100 Arlington Street, Boston, may be occupied and utilized by the City for providing educational services and activities for students of the Madison Park High School in return for a payment for expenses attributable to the City's use of said facility.

Trustee Croce proposed that the Trustees study the future use of the facilities at 100 Arlington Street, and Chairman Healey replied that this was a good idea and would be done.

UM/Amherst, UM/Boston--Administrative Withdrawal (Docs. T77-006, T77-007)

At the Chairman's request, Vice President Lynton explained the genesis and character of the proposed regulations with regard to Administrative Withdrawal at the Amherst and Boston campuses (Docs. T77-006, T77-007). There was no discussion and, upon motion made and seconded, it was

VOTED: To approve the Rules and Regulations Governing Administrative Withdrawal (Doc. T77-006) for UM/Amherst, and (Doc. T77-007) for UM/Boston, and that, effective the fall semester 1976, those rules and regulations become University policy at the respective campuses.

UM/Amherst--Classification of Position Title (Doc. T77-003)

The final matter considered by the Executive Committee had been a Classification of Position Title for Dean of Engineering at UM/Amherst (Doc. T77-003). Chancellor Bromery explained that difficulties experienced in recruitment, along with the University's relatively low position in salary for deans in comparison to Universities of like size and stature, suggested the necessity for this change. Upon motion made and seconded, it was

VOTED: To approve the Classification of Position Title as detailed in Doc. T77-003.

VOTED: The Classification of Position Titles under the Provisions of Chapter 648 of the Acts of 1962 shall be fixed in a weekly salary range from a minimum to a maximum or fixed at a specific weekly salary rate which shall not be changed except by vote of the Board of Trustees and such classification shall not be designated by any job group number or grade.

VOTED: In accordance with the provisions of Chapter 648 of the Acts of 1962, the position title in the Professional Staff in Doc. T77-003 is classified at a weekly salary rate specified after the title of position in the schedule subject to subsequently being amended, revised, added to or repealed by the Board of Trustees under the provisions of said Chapter 648.

Trustees Abrams, Burack, and Mrs. Bluestone opposed the motion. This completed the report of the Executive Committee, and Chairman Healey recognized Trustee Carlson to report for the Committee on Budget and Finance.

Committee on Budget and Finance

University Hospital

The first item on that Committee's agenda, said Trustee Carlson, had been a gratifying report that the net cost to the state of operating the University Hospital during FY 1976 had been within the $3.5 million ceiling established by the Trustees when the budget had been adopted.

University Policy (Doc. T77-001)

The second matter before the Committee had been a proposed Purchasing Policy (Doc. T77-001). This policy had been designed to replace campus policies which had been in effect for several years. Upon a motion made and seconded, it was

VOTED: To approve and adopt the University of Massachusetts Purchasing Policy as set forth in Trustee Document T77-001; further that the Board repeal the Purchasing Policy adopted by it on September 17, 1962 (Doc. T63-017).

Finally, Trustee Carlson came to Campus Center Fi-

Board
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UM/Amherst--
Campus Center
Financing
(Doc. T77-009)

nancing (Doc. T77-009), reporting that the Committee had voted to recommend authorization of a series of fund transfers to augment the cash flow of the Campus Center at UM/Amherst. A clerical error had been made in the information about the income status of the Center provided to the Building Authority, which had been passed along to the bondholders in the prospectus when the bonds on Project #11 had been sold. It was now necessary to back up the representations made to the bondholders. Trustee Carlson explained the error and said steps were being taken to ensure that such errors not happen in the future. At the request of the Chairman, Trustee Carlson listed the amounts of the transfers to be authorized, broken down by source.

Trustee Cronin was recognized, and he said Chancellor Bromery and Dr. Gulko had been helpful in explaining this problem to him. He said he realized that this error would have to be rectified, and that he had attended the meeting of the Budget and Finance Committee with the intention of supporting the motion. He said, however, that he could not now support the motion because of the amendment which required the Amherst campus to repay the transfer of $60,000 from Trustee Trust Fund Reserve, should such a transfer become necessary. He regarded this as an inequitable burden on the Amherst campus in rectifying the error. A motion was made and seconded, and it was

VOTED: To authorize the Treasurer of the University to make the transfers of funds as described in Trustee Document T77-009 in the event said transfers become necessary in order to ensure sufficient cash flow for the Campus Center during FY 1977; provided, however, that $60,000 be repaid into the Trustee Reserve account within a period of three (3) years.

Committee on
Faculty and
Educational
Policy

Trustee Cronin opposed the motion. This completed the report of the Committee on Budget and Finance, and Chairman Healey recognized Secretary Hardy to read Trustee Troy's report for the Committee on Faculty and Educational Policy. Chairman Healey commented that this was the first meeting that Trustee Troy had missed in fourteen years as a Trustee, and he said he believed that the Board could certainly indulge his absence in this case.

UM/Boston--
Tenure
Grievance

Secretary Hardy reported that the Committee on Faculty and Educational Policy had met on June 23 to review the record of a faculty member from the Harbor Campus who had been denied tenure and who had asked the Committee to review the written record of his case. The Committee went into executive session and after careful discussion recommended to President Wood that the petitioner be given another year's appointment without prejudice to the tenure issue. The President had agreed to this recommendation.

It had also recommended that an outside visiting committee of distinguished scholars evaluate the petitioner's qualifications and make recommendations for or against tenure. The Committee will also evaluate the department of the petitioner with particular emphasis upon the long-range plans and programs of the department and how these may shape or affect present and future personnel decisions. A motion was made, seconded, and it was

VOTED: Notwithstanding the provisions of Part II, Section 3.2, of Trustee Document T64-061, to authorize the President to extend the contract of Professor Martin Posner of the University of Massachusetts at Boston to and including August 31, 1977; provided, that the extension of such contract shall not constitute the de facto award of tenure, and that this provision be specified in Professor Posner's contract.

President Wood informed the Trustees that this case highlighted several issues relating to the relationship between campus grievance procedure and the action of the President on tenure recommendations. The Committee on Faculty and Educational Policy plans to review tenure and grievance procedures at its September meeting, he said.

Distribution of news clippings

Secretary Parks was recognized, and he expressed strong objections on behalf of the Governor to the distribution to the Board by the Secretary of a Boston Globe article which had made statements about the intentions of the Governor toward the President of the University. President Wood responded that he had continued a practice begun by his predecessor of supplying pertinent newspaper articles to the Trustees, particularly when an individual Trustee was mentioned. Trustee Burack remarked that she believed that there was not too much, but too little, distribution of such articles to the Board, and that she believed such distribution should not be selective. The Chairman agreed with this point, but added that in more affluent days the Trustees had been provided with every article which appeared, through the use of a universal clipping service, and he said this was no longer possible.

There was no other business to come before the Board, and the meeting was therefore adjourned at 3:45 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

September 8, 1976; 2:00 p.m.
Chancellor's Conference Room
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Burack, Carlson, Clark, Conti, Cronin, Dennis, Eddy, Gordon, Morgenthau, Rowland, Shaler, Shearer, Troy; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Mrs. Kaplan representing Trustee Okin and Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, Assistant to the Secretary, recording

Trustees Absent: Trustees Croce, McNeil, Robertson, Spiller and Winthrop

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel; Mr. Eller, Associate Vice President for University Policy; Mr. Prussing, Deputy Budget Director; Mr. O'Leary, Assistant Counsel; Ms. Taylor, Assistant to the Director, Office of the Budget; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Associate Provost; Professor Burke, Acting Faculty Representative; Mr. Melley, Public Affairs Director; George Beatty, Assistant Director for Budget and Institutional Studies

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Baxter, Director of Budget and Control; Professor Boelcskevy, Faculty Representative; Professor Schwartz, alternate Faculty Representative; Mr. Larner, Director of Public Affairs

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Mr. Cathey, Controller; Mr. Fellner, Budget Director; Professor Smith, Faculty Representative

Guests: Mr. Robert Burke, representing the Kennedy Library Corporation; Mr. Martus, Co-President of the UM/Amherst Student Government Association; Ms. Joan Pinck, Assistant Secretary, Executive Office of Educational Affairs; Mr. John Stevens, Board of Higher Education

Approval of Minutes

The meeting was called to order at 2:05 p.m. Chairman Healey turned to the minutes of the previous meeting and upon motion made and seconded, it was

Board
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UNIVERSITY OF MASSACHUSETTS

VOTED: To approve the minutes of the August 4, 1976 meeting.

The first item of regular business was the Chairman's agenda, and Chairman Healey called on Mrs. Robinson to introduce Bob Burke of the Kennedy Library Corporation to comment on the model of the Library set up before the Trustees. Mrs. Robinson briefly sketched the status of the project, saying that the final deed transferring the land to the General Services Administration would be available for the Trustees to sign at a later meeting.

Kennedy Library

Mr. Burke thanked the Trustees for their hospitality toward the Kennedy Library Corporation in offering their campuses as possible sites. He then drew their attention to the model and the various maps and aerial photographs displayed around the room, pointing out salient features of the design. He informed the Board of the expectation that the Library would begin construction in May 1977 and be completed 24 to 30 months thereafter at a cost of about $12 million. There were questions and discussion about parking space, the strength of the glass, and the numbers of visitors to the library. Chairman Healey thanked Mr. Burke on behalf of the Board for taking time to make this presentation.

Appointment of Delegate to Board of Higher Education

Next, the Chairman announced the appointment of Trustee Erline Shearer as Delegate to the Board of Higher Education to replace Trustee Troy, who had requested that he be relieved of this assignment. The Chairman then asked for the Board's concurrence, and upon motion made and seconded, it was

VOTED: To concur in the appointment by the Chairman of the Board of Trustees of Erline Shearer as delegate from the Board of Trustees to the Board of Higher Education.

President's Remarks

Citywide Coordinating Council

This completed the Chairman's report, and he called on President Wood for his agenda. President Wood first explained his decision to accept Judge Garrity's appointment as Chairman of the Citywide Coordinating Council. This was not an appointment for which one volunteers, he said, but neither was it one which one disregards. It was an area in which he said he had a long-standing commitment. Three constraints had governed his deliberations; that the appointment be regarded as an individual appointment, not to have an adverse impact on the University; second, that it not detract from his principal responsibility as President; and third, that the structure and mandate of the Council be such that it be possible to do a good job. He had been satisfied in all of these concerns. He was particularly grateful to Trustees Clark and Shearer for their advice, and he said he appreciated the indulgence of the Board in allowing him to undertake this assignment. He then recognized Chancellor Bromery of the Amherst campus.

UNIVERSITY OF MASSACHUSETTS

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Chancellor Bromery explained the upcoming participation of him and President Wood in the centennial celebration of Hokkaido University in Japan. Hokkaido had been founded by President Clark of Massachusetts Agricultural College in 1876. Some years ago representatives of Hokkaido had planted a tree on President Clark's grave in Amherst, but later the tree had had to be cut down. However, a faculty member had fashioned the wood of the tree into a box with President Clark's bust on it. This box the President and Chancellor would take with them, containing papers of President Clark, to present to the President of Hokkaido. In addition, the Alumni Association of the University had given him a check to present to the Hokkaido Alumni Association to be used to increase exchanges between the two institutions. Chancellor Bromery also reported that he and President Wood were to receive honorary degrees.

UM/Amherst--
Chancellor's
Report

Finally, Chancellor Bromery reported that the University had opened on schedule, and that a good year was expected and anticipated.

President Wood then called on Chancellor Golino, who read portions of a letter from the Department of Health, Education and Welfare praising the Affirmative Action program approved by the Board of Trustees on August 4, 1976. He read the following excerpt from the letter:

UM/Boston--
Chancellor's
Report

> "...the affirmative action plan reflects a sincere commitment to educate the University community about the concept of Affirmative Action, the programs, policies, procedures and concrete goals it hopes to accomplish, and sets up the internal procedures and committees that will allow for students' and employees' input into developing and implementing the Affirmative Action Program.
>
> We are pleased that the plan reflects your strong personal commitment to the concepts of affirmative action and equal employment opportunity. The aggressive innovative ideas and methods incorporated in the University's plan may be used as a model in this Region."

The Chancellor expressed his gratitude to Pamela O'Shaughnessy, the campus' affirmative action officer, saying that she had done a remarkable job in the short space of a year.

Chancellor Golino also reported on the opening of the campus, offering the enrollment figures for the campus as a whole as well as within each college. He also looked forward to a good year.

Then, President Wood asked for Chancellor Bulger's comments. Chancellor Bulger said that this was the Medical Center's

UM/Worcester--
Chancellor's
Report

first year as an academic-health sciences center. We are seeing the benefits, he said, of the investment in the Center, including the establishment of a hundred residency positions. Also, the opening of the Hospital makes possible in-service training of radiology technicians, nurses, emergency service personnel, and others.

The Chancellor then reported on other activities to begin at the Center this year, such as the establishment of the second "pain clinic" in the United States, and an aggressive continuing education program for physicians around the state, which has already begun. This, then, was a "watershed" year, and it was time now, he felt, to think of the Center as more than simply a facility for training medical students. This completed Chancellor Bulger's and President Wood's report.

Report of Executive Committee

Amendment to Trustee By-Laws

The next category on the agenda was Reports of Standing Committees, and Chairman Healey reported for the Executive Committee. The first item of that Committee's report was a proposed amendment to the Trustee By-laws. This proposed amendment would set forth the conditions and the purposes under which the Board would go into executive session. The Committee had endorsed the amendment, but it was not to be voted by the full Board until the October meeting to allow for time for the Trustees to study it thoroughly. In the meantime, it would be provided to the Attorney General for his information.

Delegation of Authority--President's Office

The second item was a proposed delegation of the President's authority, in his absence, to the Senior Vice President for Academic Affairs. At Trustee Burack's suggestion, the motion was amended to affect only the period of the President's absence in Japan, while the idea of a general delegation of authority in the President's absence would be discussed at a later meeting. Upon motion made and seconded, it was

VOTED: That the Senior Vice President for Academic Affairs be authorized to act on behalf of the President of the University during his absence from September 11, 1976 to September 25, 1976.

UM/Worcester--Hospital By-Laws

The Chairman then turned to the By-Laws of the University Hospital. Chancellor Bulger explained certain administrative delays in the preparation of the final By-Laws, which made a Trustee vote at this time impractical. He asked, therefore, that the date for Trustee approval be moved back six months. Upon motion made and seconded, it was

VOTED: To amend the vote of the Executive Committee of January 7, 1976 by striking that portion following the words, "...no later than..." and substituting therefor the following: "...February 2, 1977 after receiving the comments and recommendations of the University of Massachusetts Hospital Management Board."

UNIVERSITY OF MASSACHUSETTS

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UM/Worcester--
Liability
Insurance

The next matter related to liability insurance at the Medical Center. Trustee Carlson explained that the University had purchased medical malpractice insurance for non-physician patient service personnel last year. The premium had then been paid from trust funds since funds had not been in the budget for this purpose. This year's budget did include funds for this purpose, but the Comptroller of the Commonwealth had held up payment of the premium on the grounds that it was an improper use of state funds. This was in spite of a ruling of the Attorney General to the contrary in a similar case involving Southeastern Massachusetts University. The motions would provide for contingency measures, should the difficulties not be resolved. Motions were made and seconded, and it was

VOTED: To reaffirm the intention and commitment of the Board of Trustees that general and professional liability insurance be purchased and maintained for all University employees at the Medical School and the Teaching Hospital and to authorize the Treasurer of the University, in accordance with the President and the Chancellor of the Medical Center, to purchase and maintain such insurance policies as may be necessary and to utilize such funds including but not limited to state funds as may be available for the payment of premiums for such insurance; provided, however, that physician malpractice coverage shall continue to be available only to Full or Voluntary Full members of the Group Practice and the premiums or cost of such insurance shall continue to be paid through the Group Practice.

VOTED: That notwithstanding any provision of Trustee Document T75-144A to the contrary, the Chancellor/Dean of the Medical Center, or his designee, is authorized to expend such funds from the University of Massachusetts Medical School Group Practice as may be necessary in order to ensure that general and professional liability insurance for all University employees at the Medical School and the Teaching Hospital is purchased and maintained; provided, however, that this authority shall exist only until such time as the dispute outlined in Trustee Document T77-023 is resolved or until such other time as the Trustees may specify.

Secretary Parks abstained from both votes.

UM/Worcester--
Administrative
Withdrawal
Policy (Docs.
T77-006,
T77-015)

Finally, the Executive Committee had recommended a request by the Medical School that the Administrative Withdrawal Policy adopted last month for the Amherst campus (Doc. T77-006) be applied to the Medical School, as described in Doc. T77-015. There was no discussion, and it was moved, seconded and

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VOTED: To approve the Rules and Regulations Governing Administrative Withdrawal (Doc. T77-006) at the University of Massachusetts at Worcester, as recommended in Doc. T77-015.

Committee on Budget and Finance

Investment Portfolio

This completed the report of the Executive Committee, and Chairman Healey recognized Trustee Carlson to report for the Committee on Budget and Finance. Trustee Carlson said the Committee had met earlier in the day, and had begun by authorizing Treasurer Johnson to make certain transactions with respect to the University's investment portfolio.

UM/Boston--Alfred R. Ferguson Prize Fund (Doc. T77-019)

The next matter had been the establishment of the Alfred R. Ferguson Prize Fund at UM/Boston. There was no discussion and it was moved, seconded and

VOTED: That the Alfred R. Ferguson Prize Fund be established as an endowment fund but invested separately from the regularly pooled assets in either a long-term savings account or high-interest certificate or account for the purpose of awarding annually part or all of the interest earned during the preceding fiscal year as a prize to junior or senior students who have done distinguished work in American Literature; recipients of the awards shall be selected by the English Department, College of Arts and Sciences, Harbor Campus. Undistributed income remaining on June 30 shall be added to the principal of the fund.

UM/Worcester--Authorization of Signature

Next the Committee had voted to recommend that the Board authorize the Bursar of the Worcester campus to sign certain types of documents. This was moved, seconded and it was

VOTED: To authorize Richard E. Keene, in his capacity as Bursar at the Worcester campus, to sign and execute State Receipt Vouchers and Batch Control Schedules processed by the Medical School and Hospital to the Comptroller of the Commonwealth.

FY 1977 Operating Budget (Doc. T77-008)

Last, the Committee had turned to the FY 1977 Operating Budget (Doc. T77-008). Trustee Carlson said that the Committee had heard reports from the President, from the Vice President for Management and Business Affairs, from the Budget Director and from the Chancellors of each campus. He then asked President Wood and Mrs. Hanson to repeat their presentations for the full Board.

President Wood made several points: first, that he was pleased to be able to present an operating budget this year to coincide with the beginning of the academic year; second, the appropriation was smaller than that recommended by the Board, but it provided some relief in the filling of vacancies and in support facilities for student support services and academic affairs;

third, he said the Trustees would observe a number of changes in classification and budget preparation which get us to the next stage for appropriate modern budgeting. He cited as examples of the latter the addition for the first time of the common services category, the classification of expenses by actual activity, particularly academic activity, and the inclusion of data comparative to recent years which displayed trend lines. The President said the University has not yet gone as far as it can to develop the kind of programmatic budget needed, as enrollments stabilize, to ensure academic quality and sufficient student support, but he said this budget was another step in that direction.

Mrs. Hanson then provided comparisons between the operating budget and that of the previous years, setting forth the percentage increases for the campuses.

Secretary Parks said he would like to have a chance to study the changes in the budget and how they impact on the appropriation. He would like to reserve the right to raise issues at a later date if there is some disagreement, and for this reason asked to be recorded as abstaining. President Wood welcomed Secretary Parks' desire for careful review and a discussion of issues, but pointed out that an operating budget consists of the adjustments made from the original budget request submitted to conform with the appropriation of the Legislature. The funds then are reallocated to the campuses, beginning with the campuses' own establishment of priorities. Secretary Parks said he appreciated this, but wished for time to review the budget.

Trustee Eddy said she appreciated this more realistic budget, saying that the economy of the Town of Amherst is closely tied to the University. Since there were to be no merit increases, she said, would there be any cost-of-living increases? Secretary Parks said it was to be hoped that there would be a decision on this question soon.

Trustee Burack referred to the mid-year performance review and asked how it worked and who reported to whom. Trustee Carlson explained that progress in performance against the budget is reviewed and the need for transfers is considered, and that unforeseen problems are discussed and solutions for them found. Trustee Burack said she was referring to the FY 1978 maintenance budget request, and President Wood then explained the process by which the budget would be developed and brought to the Board. Trustee Carlson said that any Trustee was, of course, welcome to attend the meeting of the Budget and Finance Committee which would consider the budget.

There was no other comment and, upon motion made and seconded it was

VOTED: To approve the FY 1977 Operating Budget for the University of Massachusetts as contained in Doc. T77-008.

Secretary Parks abstained.

Committee on Faculty and Educational Policy

This completed the report of the Budget and Finance Committee and Chairman Healey asked Trustee Troy to report for the Committee on Faculty and Educational Policy. Trustee Troy presented first two Appointments with Tenure at UM/Boston and one at UM/Worcester (Docs. T77-020, T77-021), then an Award of Tenure at UM/Boston (Doc. T77-002). There was no discussion, and upon motions made and seconded it was

UM/Boston, UM/Worcester--Appointments with Tenure (Docs. T77-020, T77-021)

VOTED: To concur with the appointment with tenure at the University of Massachusetts at Worcester of the individual named in Doc. T77-020.

VOTED: To concur with the appointment with tenure at the University of Massachusetts at Boston of those individuals named in Doc. T77-021.

UM/Boston--Award of Tenure (Doc. T77-002)

VOTED: To concur with the President's award of tenure to the faculty member named in Doc. T77-002 at the University of Massachusetts at Boston.

Senior Academic Appointments

Chairman Troy then asked Chancellor Bromery to make a comment on several pending appointments of senior academic administrators. Chancellor Bromery said he wished to acquaint the Board with a problem which occurs with respect to appointment of senior administrators. When such persons are to hold tenured positions, it is necessary for their names to be submitted to the faculty for its recommendations. Their names then become widely known and frequently leak to the news media.

This might prove a problem with the upcoming appointment of a Vice Chancellor for Academic Affairs, the candidate for which would soon be chosen by the Chancellor. Chancellor Bromery said he mentioned this because he did not wish the Board to feel, in the event the name of the candidate leaked, that their pending action was being circumvented. There was no way to completely solve this problem.

Committee on Buildings and Grounds

Chairman Healey then asked Trustee Clark to report for the Committee on Buildings and Grounds, in the absence of Trustee Spiller. Trustee Clark reported on a number of items of discussion at the August 10 meeting, none of which had resulted in actions. She said the President had brought the Committee up to date on developments on the Columbia Point Peninsula, those not directly connected to the University. These included discussions of the prospect of a facility for the Boston Opera Company, renovation of the housing project, and progress of the Kennedy Library.

Columbia Point Peninsula

UM/Boston--New Site Studies

The Architects Collaborative had presented new site studies which had been requested to determine the effect of the Kennedy Library and the proposed new archives building on the

further development and functioning of the University. The studies had indicated that there need be no significant constraints on campus development.

UM/Boston--MBTA Busway

Trustee Clark also reported on a discussion of a proposed new busway to serve the campus and the housing project. It had been felt that further discussions and meetings ought to take place between representatives of the Community and the MBTA before the University could take a position.

UM/Amherst--Campus Safety

Finally, she said, Mr. Littlefield had given a report on the progress of the UM/Amherst revised safety program. He mentioned changes in prospective roadwork as a result of the rescission by the Town Meeting of Amherst of an agreement with the University which would have allowed the closing of North Pleasant Street. This completed Trustee Clark's report.

Personnel Action

The Chairman now presented a proposed Personnel Action. There was no objection, and it was

VOTED: To approve the Personnel Action at UM/Amherst contained in Doc. T77-022.

and it was further

VOTED: That every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under the provisions of Chapter 75 of the General Laws as amended by Chapter 648 of the Acts of 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

There being no further business to come before the Board, the meeting was adjourned at 3:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

4170

UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

October 6, 1976; 2:00 p.m.
Faculty Conference Room
Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE:

Trustees and Trustee Staff: Chairman Healey; Trustees Abrams, Breyer, Burack, Carlson, Clark, Conti, Cronin, Dennis, Eddy Gordon, McNeil, Morgenthau, Robertson, Rowland, Shaler, Shearer, Spiller, Troy; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, Assistant to the Secretary, recording

Absent Trustees: President Wood; Trustees Croce, Okin and Winthrop

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President and Director of the Institute for Labor Affairs; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director and Assistant Vice President; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Professor Sulzner, Faculty Representative; Mr. Federow, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Baxter, Director of Budget and Control; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Mr. Cathey, Controller; Professor Smith, Faculty Representative

Guests: Mr. Martus, Co-President of the UM/Amherst Student Government Association

The meeting was called to order at 2:15 p.m. Chairman Healey began by explaining that President Wood had had a long-standing commitment to attend an international conference on "Opportunities in Philanthropy" sponsored by the Josiah Macy, Jr., Foundation in Italy, which included among its participants the presidents of the major foundations of the United States and Europe. President Wood, he said, was delivering a paper on urban policy. This was the first meeting of the Board that the Presi-

dent had missed in his seven years as President.

Approval of Minutes

The minutes of the previous meeting were presented, and it was moved, seconded and

VOTED: To approve the minutes of the September 8, 1976 meeting.

Appointment of Delegate to BHE

Next the Chairman informed the Trustees that, although Trustee Shearer had graciously agreed to serve as delegate to the Board of Higher Education, it had been brought to his attention since the last meeting that statute excludes state employees from serving on that board. Therefore he asked that the Board rescind the previous vote and continue Trustee Troy's appointment to this position. It was moved, seconded and

VOTED: To rescind the action taken at the September 8, 1976 meeting of the Board of Trustees with respect to the appointment of Erline Shearer as delegate to the Board of Higher Education and to concur in the appointment by the Chairman of the Board of Trustees of Frederick S. Troy as delegate from the Board of Trustees to the Board of Higher Education.

Chairman Healey called on Secretary Hardy, who recalled that in President Wood's report to the Trustees about his trip to Japan she had inadvertently left off the name of Professor Maki as a recipient of an honorary degree from Hokkaido University along with the President and Chancellor Bromery.

UM/Amherst--Chancellor's Remarks

Chairman Healey then recognized Chancellor Bromery of the Amherst campus for his remarks. Chancellor Bromery reviewed his and the President's visit to Hokkaido University in Japan, and reported that the President had signed an agreement formalizing ongoing contacts between the two universities. He said he hoped that funds could be committed to the maintenance of this relationship.

The Chancellor then expressed his pleasure at the quality of the two senior academic appointments to be acted upon later in the meeting. He said the campus was fortunate to have attracted two such qualified candidates. He also wished to thank Dean Alfange for his services as acting Vice Chancellor for Academic Affairs, a job which he had filled admirably over the last fifteen months. Chairman Healey also expressed his thanks.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger of the Worcester campus then spoke. He reported that the problem of the premium payment for insurance at the Medical Center which had been before the Board at its last meeting had been rectified by an opinion from the Attorney General which had provided that it was proper for certain kinds of liability insurance to be purchased with state funds.

Second, Chancellor Bulger told the Board that the Hospital Management Board had met for the first time and will be meeting regularly in the months ahead.

Finally, he reported that Mr. John Stockwell, Hospital Director, had resigned from the University to take a position elsewhere. Mr. Stockwell, who came to the Medical School with former Chancellor Soutter, had been part of "every brick and girder" which had been erected, and was also part of the real spirit of the Medical Center. Also Dr. Richard Walton, Chairman of the Department of Family Practice, had been forced to resign for reasons of health. He too would be missed, although he intended to retain his position as clinician and professor. This concluded the reports of the Chancellors.

Alumni Communications

Trustee Gordon was recognized at this point to make a request that the Chancellors of the campuses ask the alumni organizations on the campuses to consider designating a representative to attend the meetings of the Board of Trustees. There had been a gap in communications between the Trustees and the alumni, he said, and he hoped that reports on ways to rectify the situation could be made by the Chancellors at the next meeting.

Report of Executive Committee

Executive Sessions Regulation

Chairman Healey then introduced the reports of the standing committees and reported himself for the Executive Committee. The first item on the Executive Committee agenda had been consideration of a proposed rule or regulation for executive sessions of the Board of Trustees. He explained that the Committee had voted to recommend at the September meeting that a by-law be adopted by the Board of Trustees governing the circumstances under which the Board may enter executive session, pending a ruling from the Attorney General as to whether the Board is subject to the provisions of Chapter 30A, Sections 11A and 11B, the so-called open meeting law. At this morning's meeting, the Committee had discussed the matter further, and decided to recommend that the "sunshine rule" be adopted in the form of a regulation for the time being. If the Attorney General should rule that the open meeting law does not apply to the Board of Trustees, then this rule could be incorporated into the By-Laws of the Board. If, on the other hand, he rules to the contrary, the rule would be rescinded. It was proposed that the Board of Trustees adopt the following rule or regulation for the regulation of its own body and it was moved, seconded and

VOTED: Executive Sessions. By vote of a majority of the trustees present at any meeting, the Board may enter into executive session, closed to the public.

Executive sessions may be held only for the following purposes:

(1) to discuss the reputation and character,

physical condition or mental health as well as the professional competence of an individual;

(2) to consider the discipline or dismissal of, or to hear complaints or charges brought against an individual;

(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the university;

(4) to discuss the deployment of security personnel or devices;

(5) to consider allegations of criminal misconduct;

(6) to consider the purchase, exchange, lease or value of property or contracts if such discussions may have a detrimental effect on the negotiating position of the governmental body and a person, firm or corporation;

(7) to comply with the provisions of any general or specific law or federal grant-in-aid requirements;

(8) to consider the award of honorary degrees and other awards;

(9) to consider the hiring or promotion of personnel;

(10) to consider matters the disclosure of which might significantly frustrate the implementation of a proposed university action.

The vote shall be taken by roll call and the purpose of the session shall be announced in advance.

Trustees Abrams, Burack, Conti, Cronin, McNeil* cast opposing votes. Trustee Eddy, non-voting member of the Board, expressed opposition in principle.

Trustee Burack was recognized. She asked to be recorded as opposed to this motion because she believed it was based on the assumption that the Board of Trustees was not subject to the law. She said further that if the Legislature had intended for

*Mrs. Bluestone representing Trustee Fielding also voted in opposition - see minutes of BOT meeting 11/3/76.

the Board of Trustees--alone among all the governing bodies of the Commonwealth--to be exempt from the law, it would have specifically so provided. Further, she said the language of the proposed rule was so broad as to justify an executive session on any pretext. She said she did not pretend to be learned in the law, but as a matter of conscience and of civil liberty did not see how the Board could be exempt from the law, and she said she believed it "essential" for the Board to be subject to it.

Trustee Breyer said that although it was odd procedure to have a vote first, and the debate afterward, he wished to set the record straight. He remarked that the issue of the executive session rule did not have "anything to do with whether we obey the law or whether we don't obey the law." It had been the unanimous view of all present at this morning's executive committee meeting that if the open meeting law is found to apply to the Board of Trustees, the Board would abide by that finding. But suppose the law is found not to apply? Shall the Board have the discretion, he asked, in such a case to enter executive session for any reason, or shall it have a "sunshine rule" which limits the grounds on which exeuctive session may be invoked?

If the Board was to have such a rule, continued Trustee Breyer, the next question was what it should be. Should the Board simply adopt the law as its own by-law, or should it modify it? The argument for modification was that the state law might not adequately protect civil liberties, as for example the right to privacy: there was no provision in the law for a body to enter executive session when an open discussion would constitute an unwarranted invasion of personal privacy. Nor was there provision for executive sessions for the purpose of discussing negotiations for property other than real property. He did not believe that the rule as recommended by the Executive Committee was perfect, but he believed that it was the best consensus of the Executive Committee and other Trustees present at this morning's meeting.

Amendment to Trustee By-Laws (Doc. T76-051)

The item following was a proposed Amendment to Article IV, Section 2 of the Trustee By-Laws (Doc. T76-051). There was no opposition expressed, and it was moved, seconded and

VOTED: That ARTICLE IV, SECTION 2, of the Trustee By-laws (Doc. T76-051) be rescinded in its entirety and that the following new section be inserted therefor:

"SECTION 2. AMENDMENT, REVISION OR REPEAL OF BY-LAWS. These By-laws may be amended, revised or repealed by vote of a majority of the entire number of Trustees at any meeting of the Board of Trustees; provided, however, that the text of any amendment, revision or repeal as originally proposed shall be sent to the Trustees at least thirty days before the meeting.

Board
10/6/76

MassPIRG

UM/Amherst--
Personnel
Actions (Docs.
T77-025A,
T77-034,
T77-026,
T77-033)

UNIVERSITY OF MASSACHUSETTS

The Chairman moved then to the matter of the University's relationship with the Massachusetts Public Interest Research Group (MassPIRG), and explained that the Executive Committee had felt that it did not know enough about the issue to take any action. It had asked for reports which defined PIRG's activities more closely and its relationship with the University.

The next matter was the Appointment of a Vice Chancellor for Academic Affairs and Provost and Professor of Political Science with Tenure (Docs. T77-025A, T77-034), and an Appointment of a Dean of the School of Engineering and Professor of Civil Engineering with Tenure (Docs. T77-026, T77-033) at the University of Massachusetts at Amherst. Chairman Healey called on Chancellor Bromery to elaborate on these appointments. Chancellor Bromery said the first person he wished to recommend was Dr. Paul L. Puryear, presently Provost of the Division of Social Science and Law at The Florida State University, for the position of Vice Chancellor for Academic Affairs and Provost and the position of Professor of Political Science with Tenure. Dr. Puryear had been the recommended choice among five finalists offered by the search committee after a fifteen-month, nationwide search. He was a unique individual, the Chancellor said, because he had kept current in the scholarly developments of his field while sustaining the great pressures of an administrative position. He then called attention to the laudatory letters of recommendation included in Dr. Puryear's file, which he said were written by many internationally known scholars in the political science field. For these reasons, said Chancellor Bromery, he enthusiastically recommended Dr. Puryear for the Board's concurrence.

Speaking then to the proposed appointment of a Dean of the School of Engineering, Chancellor Bromery said that he had again had the pleasure of concurring with the first choice among five candidates of the search committee. Dr. Russel C. Jones had had a distinguished career, and was also an individual who combined an administrative background with an exceptional scholarly background. He said he was most pleased to recommend concurrence with this appointment.

After motions made and seconded, it was

VOTED: To concur along with the President in the appointment by the Chancellor of Dr. Paul L. Puryear as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Amherst, as set forth in Document T77-025.

and further

VOTED: To concur in the appointment by the President of Dr. Paul L. Puryear as Professor of Political Science with tenure at the University of Massachusetts at Amherst, as set forth in Document T77-025A.

and also

VOTED: To approve the personnel action as detailed in Document T77-034.

It was then

VOTED: To concur along with the President in the appointment by the Chancellor of Dr. Russel C. Jones as Dean of the School of Engineering at the University of Massachusetts at Amherst, as set forth in Document T77-026.

and further

VOTED: To concur in the appointment by the President of Dr. Russel C. Jones as Professor of Civil Engineering with tenure at the University of Massachusetts at Amherst, as set forth in Document T77-026A.

and also

VOTED: To approve the personnel action as detailed in Document T77-033.

It was further

VOTED: Every personnel action shall be subject to the policies and procedures now in effect as subsequently amended, revised, added to or repealed by the Board of Trustees with respect to professional personnel under provisions of Chapter 648, 1962. The classification, salary range and descriptive job specification for each position to which a member of the professional staff is hereby appointed, promoted, transferred or determined shall be as hereafter determined by the Board of Trustees or under their authority.

Honorary Degrees

Chairman Healey called attention to the list of names recommended by the Executive Committee for the award of Honorary Degrees at the 1977 Amherst campus Commencement. There were no objections, and it was moved, seconded and

VOTED: To confirm as recipients for Honorary Degrees to be awarded at the UM/Amherst 1977 Commencement those candidates approved in executive session of the Executive Committee on this date and instruct the Chancellor of the campus to proceed with necessary arrangements.

This completed the report of the Executive Committee,

and the Chairman recognized Trustee Carlson for the report of the Committee on Budget and Finance. The first item was the proposed FY 1978 Maintenance Budget Request (Doc. T77-024). Trustee Carlson first reiterated comments made at the Committee's meeting by the President, beginning with the comparative figures: the request for FY 1978 was $124 million, as compared with $116 million in FY 1977. The President had said that his first recommended budget as President of the University, for FY 1970, had been $54 million. Although that was a 250 percent increase in raw numbers, the President had called attention to two factors. The first was inflation: since 1970 the purchasing power of a dollar, in terms of educational costs, had shrunk to sixty cents; the second was an increase in FTE student enrollment from 21,000 to 30,000 over that period. Taking these factors into account, the annual per student cost has risen from $2,377 to $2,467 since 1970, an increase of only $90 per student. He then reported on the character of the discussion of the meeting, referring the Trustees to the minutes for further detail. He said, in closing, that all members of the Committee had expressed admiration for the thoroughness and quality of the presentation, and he commended the budget offices of the President and the campuses. He then moved the question, and asked for Vice President Janis to add further background to the budget.

Mr. Janis offered an analysis of the difference between a request budget, that being considered, and an operating budget, that approved by the Trustees for FY 1977 last month. This request budget, he said, would turn into an operating budget when the Legislature appropriated funds for the University. The request budget was somewhat vague as to details, he said, and deliberately so. Its core is deliberately accurate, and its edges are deliberately blurred. The process which now begins, he continued, is the clarifying and sharpening of the details between now and the appropriation by the Legislature and the formation of the operating budget.

Mr. Janis commented that the sixties were a period of expansion in higher education, and the mid-seventies were a period of real decrease of funding. Now as the University returns to some degree of normalcy, it becomes necessary to define that normalcy. Normalcy does not mean, he stressed, a return to the "good old days"; it means filling vacancies to a tolerable degree, it means offering a few new courses where there is great demand, it means keeping the library from slipping further in its acquisitions, it means getting back on a reasonable physical maintenance schedule. Also, Mr. Janis said the normalcy he spoke of included building into the budgets the concept of prudent management and control. This he said was reflected in the common services portion, which brings together business services of a University-wide nature under one heading. Finally, the budget incorporates the linkage of planning and budgeting, which also is a development of the experience of the seventies.

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Secretary Parks noted that the FY 1977 appropriation was $108 million, and this request was for $124 million, an increase of $16 million, making the University budget about 42 percent of the total state budget for higher education. The Governor had asked all the cabinet secretaries, in view of the fiscal problems of the Commonwealth, to maintain level funding. He asked that the Trustees reconsider the size of the increase, in view of the statement by Secretary Buckley that it would be necessary to raise taxes in order to support this budget increase. He understood, he said, that the Trustees consider their first obligation to be the welfare of the University, but he said that Trustees were also citizens, and as Trustee-citizens, they should see the need to pare this budget further. He did not mean to imply, said Secretary Parks, that the Board was being frivolous in recommending this budget; he realized that it represented the best judgment of what its real needs were, but he stressed the necessity for the Trustees to consider the condition of the Commonwealth.

Trustee Carlson said it would not be correct to say that this budget had not been prepared with due regard for the problems of the Commonwealth; he was sure that this awareness had operated at every level, from the campuses through the President's office. As for Secretary Buckley's statement that this budget would lead to a tax increase, Trustee Carlson said tax increases depended on a variety of factors, including other appropriations and programs in other state agencies. Further, Trustee Carlson pointed out that the Trustees as a Board were not in a position to deal with all the fiscal problems of the Commonwealth on a general level; the only body that can do that is the Legislature. Therefore, he said, it was the duty of the Board to present to the Legislature the most reasoned, conservative budget that it could come up with, and he said he believed that the Board had done so.

Chancellor Bromery said the University had sustained cuts in both the FY 1976 and 1977 budgets, while maintaining stable enrollments, in recognition of the fiscal plight of the Commonwealth. He observed that a University was quite a bit different from other state agencies, in that it has little flexibility to move up and down: it was an institution that you build on. You can maintain a condition of austerity for only so long, and then you have to consider cutting back enrollment. He added two other points: first, the Amherst campus would still have nearly 250 vacant positions, even if it receives all that it is asking for; second, if the campus were asking for a budget equal to that of two years ago, the request would be $7 million higher than at present. He recognized the Secretary's concerns, but emphasized that the campuses and the Trustees have taken into account the problems of the Commonwealth and have adjusted themselves to these difficult times.

Mr. Janis observed that the original requests from the

campuses, from which this budget had been developed, had been $132 million. The President had not felt that the budget could be cut lower than $124 million without harming quality. He observed further that, while this budget was $7 million higher than the request budget of FY 1977, 41 percent of this increase was directly attributable to inflation. He pointed out, finally, that a concern for higher education was as much a citizen issue as any other, and therefore a concern for higher education is a concern for the Commonwealth.

Secretary Parks then

MOVED: That the Maintenance Budget Request for FY 1978 be $108,075,079.00.

Chairman Healey said the Trustees may have heard of the purchase for the first time by a syndicate of general obligations bonds of the Commonwealth at less than 7 percent. He said he believed that the financial community was showing more confidence in the Commonwealth, and he said that the Governor, his cabinet and the Legislature deserved a great deal of credit for bringing this about. On the other hand, he said he agreed with Chancellor Bromery that the Board was at a crossroads: either the University was to be a quality operation or it was not. Without trying to throw the ultimate determination of priorities back onto the Executive Branch and the Legislature in any harsh terms, it was fair to say that this was where the final determination must rest. It was for the Trustees to determine what the University's needs are.

The motion was seconded, and upon a calling of the question, failed. Secretary Parks and Mrs. Bluestone representing Trustee Fielding supported the motion.

Chairman Healey recognized Mr. Martus, Co-President of the Student Government Association, and Mr. Martus criticized the increase in the Common Services category in view of the continued austerity in effect in academic areas. He called for more dialogue on the formulation of this portion of the budget among the President's office, faculty and students.

The question was moved, and it was

VOTED: To approve the Maintenance Budget Request for Fiscal Year 1978 as set forth in Trustee Document T77-024.

Secretary Parks and Mrs. Bluestone opposed the motion.

Trustee Burack reported that she had received the budget materials on the previous Saturday, and she did not feel that was adequate time for an ample review. At the Chairman's request, Mr. Janis reviewed the time constraints within which the budget is formulated. These constraints are always compressed, and the

budget offices do the best they can. Trustee Dennis said he was a CPA, but still did not understand the process. There was further discussion about ways in which to improve understanding of the budget-making process by Trustees, faculty and students.

UM/Worcester--Fund Transfer (Doc. T77-027)

The next item was a proposed Fund Transfer at UM/Worcester (Doc. T77-027). There was a motion, which was seconded, and it was

VOTED: To authorize the transfer of $1,374,000 from subsidiary account 01 to subsidiary account 02 of appropriation item 7411-1006, the University Hospital at Worcester.

Trustee Carlson, continuing his report, said that the next item had been a report on the Status of Affirmative Action in Purchasing. Mr. Janis had reported to the Committee that the University had already gone beyond what the federal guidelines require in its efforts in this area. There were several constraints, however, such as the location of many minority-owned businesses outside the western Massachusetts area, and the results had not been impressive. There had been considerable discussion. A detailed plan for strengthening this effort and a detailed report will be made to the Executive Committee next month. This completed the Committee's report.

Committee on Faculty and Educational Policy

Chairman Healey recognized Trustee Troy to report for the Committee on Faculty and Educational Policy. Trustee Troy said the Committee's first item at its meeting of September 29 had been consideration of the two appointments voted earlier by the Board. The Committee had been enthusiastic about these appointments and had endorsed the President's and Chancellor's recommendations.

Status Report on Tenure and Grievance

The second item, he said, had been a Status Report on Tenure and Grievance, which had grown out of an earlier discussion of a tenure case. It was agreed that the Committee would conduct discussions over a period of several meetings to review the whole subject. At the September 29 meeting, Trustee Troy reported, Vice President Lynton had reviewed recent policy changes in this area, noting that the two major changes had been the establishment in 1972 of the institutional need criterion in tenure considerations, and the delegation of tenure-awarding authority to the President. Mr. Lynton had reviewed the reasons for these changes. Mr. Lynton had also described the development and the experience with the Academic Personnel Policy (Doc. T76-081), which he believed had been on the whole successful.

The Multicampus Academic Personnel Policy Committee intends to focus next on the grievance problem, and the Committee on Faculty and Educational Policy intends to hear and discuss their recommendations at later meetings. Trustee Troy reported

that the Committee's discussion had been far-ranging, and he said he would not attempt to summarize it here. But the Committee intended to return to this subject, and he said he would, of course, keep the Board informed.

UM/Boston--Guidelines for Graduate Education

The next matter had been a discussion of proposed Guidelines for the Development of Graduate Education at UM/Boston. The report of the campus had been based upon a study made over a period of many months by a faculty committee which had operated on the understanding that the Trustees had indicated that, while graduate education was not to be the campus's first priority, it was an important one, and that the time had come to think through and define possible types of graduate education.

The report was intelligent and interesting, he said, but the Committee did not get around to discussing it because members of the Committee had felt that UM/Boston had far too many problems to master in the undergraduate area before it could even think about developing graduate programs. He said he hoped that the Committee could discuss the report at a future meeting, since it deals with an interesting and important subject which the Trustees will eventually have to address. All Trustees would agree, Trustee Troy said, that graduate work should not be developed at the expense of undergraduate programs, but he also said he believed that in the years ahead it may complement, rather than compete with, undergraduate programs. He pointed out that 50 percent of the places contemplated would be reserved for graduates of the undergraduate colleges.

UM/Amherst--Preliminary Graduation Lists (Doc. T77-029)

The final item of business was consideration of the Preliminary Graduation Lists for September, 1976 at UM/Amherst (Doc. T77-029). There was no discussion, and it was moved, seconded and

VOTED: To approve the preliminary graduation lists for September 1976 at the University of Massachusetts at Amherst, as set forth in Doc. 77-029, subject to the completion of all requirements as certified by the Recorder of that campus.

This completed Trustee Troy's report.

Committee on Long-Range Planning

The Chairman then asked for the report of the Committee on Long-Range Planning, and recognized Trustee Rowland.

Report of Fine Arts Council

Trustee Rowland reported that the Long-Range Planning Committee had met on September 29. Its primary agenda item had been consideration of the Report of the Trustee Advisory Council on the Fine Arts. Many of you would recall, she said, that the Council had been set up in the spring of 1974 by the vote of the Board and on the recommendation of the Long-Range Planning Committee. Trustee Rowland said the Council's report was first rate

and shows the evidence of two years of hard work and deliberation by a wide-ranging and gifted group of artists and educators. It set forth a convincing case, she said, for a review and adjustment in resources and priorities in order to make the arts a significant part of the undergraduate experience for all interested students.

Trustee Rowland continued that, while recognizing the need for careful consideration by the campuses of the Council's specific recommendations, the Long-Range Planning Committee had developed a general policy statement on planning for the fine arts and a calendar for reaction and further review of the Council's report. She said the statement made clear the context and importance of the Trustees' concern and reflects both the Committee's and her personal determination that the work of the Council would not simply be filed away. After discussion and amendments, the Committee had voted to recommend that the Board approve and adopt the Policy Statement on Planning for the Fine Arts.

Upon motion made and seconded, it was

VOTED: To approve and adopt the following policy statement on planning for the Fine Arts (Doc. T77-032):

The past five years have seen a 75 percent growth in fine arts enrollments at the University and a 92 percent increase in the number of graduate and specialized degrees candidates. With completion of the Fine Arts Center at Amherst, the University has an opportunity to give important support to the development of the arts in the Commonwealth and throughout New England. In the course of the next five years, the nature of the fine arts programs at Boston will be determined and construction of the Arts and Sciences building can make full development possible. Budgetary constraints and hiring freezes, however, threaten the quality of both present and future programs. In this context of opportunity and constraints, the Board of Trustees reaffirms its commitment to the importance of the fine arts in the educational program of the University, welcomes the report of the Advisory Council on the Fine Arts and its emphasis on broad undergraduate participation and selective graduate development, and urges continued program evaluation and planning in these areas. Specifically, the Board requests

1. That the Advisory Council be warmly commended for their extraordinary contribution to the University and asked to remain available for advice and consultation during the period of review.

2. That departmental, school, and campus plans now in preparation be reviewed by the appropriate Board committees in the context of the Council recommendations.

3. That the President and Chancellor initiate a careful review of arts facility planning at the Harbor Campus including the implications of possible joint program activities with other educational and cultural institutions.

4. That the President and Chancellor review and report to the Long-Range Planning Committee the steps necessary to establish the Fine Arts Center as a major resource serving both the University community and the Commonwealth.

5. That the report and recommendations of the Advisory Council be referred to the Chancellors for appropriate campus review and comment. The Chancellors are asked to submit a detailed response to the Long-Range Planning and Faculty and Educational Policy Committees as soon as possible and in any case by February 1, 1977. This response should give priority attention to the further identification of critical needs and the resources required to meet them.

Trustee Burack said she thought this was a splendid report and commented that the Council was certainly a prestigious group. Chairman Healey then remarked, for the newer members of the Board, that Trustee Rowland had been "one woman's voice crying in the wilderness" among a group of pragmatists who had not had her vision of the Fine Arts. She had been a leading influence in the progress the University had made in this area, including both programs and the Fine Arts Center, and he said she deserved the thanks of both the Board of Trustees and the campuses.

UM/Boston--Guidelines for Graduate Education

Trustee Rowland then reported that the Committee on Long-Range Planning had also considered the Guidelines for Development of Graduate Education at UM/Boston. While no action was taken, there seemed to be general support for the approaches and planning framework suggested in the guidelines. The discussion of the Committee had focused on the relationship of the proposed graduate programs to the resources for undergraduate education, and to the priorities developed by the Committee on Long-Range Planning for the Boston campus (Doc. T75-167) and adopted by the Board two years ago. These priorities, Trustee Rowland recalled, had placed the selective development of graduate programs in third place after continued growth and diversification in undergraduate programs, and increased access through improved undergraduate, counseling and extended-day programs and through financial aid.

Professor Spaethling, she said, had made an eloquent statement of his belief in the necessity for graduate programs for academic survival and visibility. Several Trustees made statements in support of this view, while others indicated the need to keep in mind the statement of priorities in developing further the thinking on graduate education. Professor Spaethling had indicated the campus's intention to develop additional material on specific programs and resource requirements and, Trustee Rowland said, the Long-Range Planning Committee is scheduling a general progress review of the enrollment and priority guidelines for later in the year. This completed the report of the Committee on Long-Range Planning.

Committee on Health Affairs

Chancellor's Report

The next report was given by Trustee Robertson for the Committee on Health Affairs. Trustee Robertson reviewed the remarks made by Chancellor Bulger on several topics, including a faculty retreat, the administration of the Medical Center, and affirmative action.

Trustee Robertson then reported on the first meeting of the Hospital Management Board. This was primarily an orientation session, and he said he thought there would be at least one more such session before the Board gets down to its work. He then mentioned some of the prospective agenda items.

UM/Worcester--Governance at the Medical School (Doc. T77-028)

The next item had been a discussion of the proposed Governance at the Medical School (Doc. T77-028). The Committee had discussed the document at great length and had made suggestions for changes. It had been pointed out that the document tried to steer a middle course between the concept of primary responsibility and the traditionally more authoritarian model of medical school governance. Trustee Robertson reported that the Committee expected to act on the final document at its meeting next month.

Interagency Agreement (Doc. T76-031C)

Finally, the Committee had heard a report on the developments which had followed the adoption by the Trustees of the Interagency Agreement (Doc. T76-031C). Dr. Caper, Vice Chancellor for Health Affairs, had briefed the Committees on the great success which the Medical Center had had in bringing the staffs of the Monson and Belchertown State Schools up to their full quotas. He had also reported on the details of the developing relationship between the Medical Center and Pondville State Hospital. Trustee Robertson called these efforts an exciting service being rendered to the Commonwealth by the Medical Center, and this completed his report.

Committee on Buildings and Grounds

UM/Boston--DPW Busway Docs. T77-030, T77-031)

Chairman Healey then recognized Trustee Spiller for the report of the Committee on Buildings and Grounds. The first item presented by Trustee Spiller was a proposed Department of Public Works Busway (Docs. T77-030, T77-031) to serve the Harbor Campus and the Columbia Point project.

A motion was made, seconded, and it was

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VOTED: To authorize the Chancellor of the University of Massachusetts at Boston to execute agreements with the Massachusetts Department of Public Works and the Massachusetts Bay Transportation Authority for the construction of a roadway at the Harbor Campus and for the provision of bus service along said roadway; further, that said agreements be in accordance with the Draft Agreements set forth in Trustee Documents T77-030 and T77-031 or as the same may be amended through negotiation.

UM/Boston--
Gymnasium
Delays

Trustee Spiller then made some remarks about the UM/Boston gymnasium, which has been in planning and design for several years. The project had been funded several years ago, and the drawings are now ready to go to bid, but the approval to advertise has not been received by the Bureau of Building Construction. There seems to be a problem, he said, in identifying which Executive Office is responsible for the delay. Trustee Spiller compared this problem to a "shell game." He expressed regret that Secretary Parks had left the Board meeting and could not hear his report. Each day's delay, he said, will reduce the project through cost escalation. He stressed that this was a facility to be used by the Community as well as by the campus, and said that the Community was integrally involved in its planning.

Trustee Spiller said that the Committee had then briefly discussed capital outlay issues, and would need to do more work on this subject before it could make a report to the Board. This concluded her report.

Report of
Delegate to
Board of
Higher
Education

Chairman Healey then called again on Trustee Troy for his report as Delegate to the Board of Higher Education. Trustee Troy reported that the BHE had met on September 20, and had discussed a staff document that, first, had spelled out the statutory responsibilities of the Board of Higher Education; and second, the serious inadequacy of personnel in terms of the Board's responsibilities and duties. The discussion had been far-ranging, but it came to two conclusions, one short-range and the other long-range: the necessity of beefing up the staff to at least 29 out of 41 requested positions, and the need for redefinition and clarification of the duties and responsibilities of the Board, particularly in relation to those of the Secretary of Educational Affairs. The Board felt that it was at an impasse with respect to the first issue, and felt that it would need the support of the segments to convince the General Court that it cannot fulfill its duties without an adequate budget.

At its September 24 meeting, said Trustee Troy, the Board had granted permanent approval to the University without Walls Program at the University of Massachusetts at Amherst. This completed Trustee Troy's report.

Chairman Healey then recognized Trustee Conti. Trustee

Conti said that several faculty members had reported to her that Chancellor Golino had quoted her before faculty meetings as having said that "graduate education is ridiculous" when graduate education at UM/Boston had been discussed before the Trustee Committee on Faculty and Educational Policy. She denied having said this and stated her interest in the report, but also her concern for the improvement of undergraduate education.

Second, she said there was concern on the campus that this matter had already been brought before the Trustees before having been submitted to campus governance for approval. Chancellor Golino explained that the guidelines for graduate education had gone through a first reading in the Assembly, but had not gone through a second reading because the Assembly, after five attempts, could not get a quorum. He had then consulted the leadership of the Assembly, and it had advised him to take the document before the Trustees for discussion. As for any comments he might have made before the faculty, he advised Trustee Conti against forming conclusions on the basis of heresay.

There was no further business to come before the Trustees and the meeting was adjourned at 4:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF BOARD OF TRUSTEES

November 3, 1976; 2:00 p.m.
Auditorium
Memorial Hall
University of Massachusetts/Amherst

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Burack, Clark, Conti, Croce, Cronin, Dennis, McNeil, Shaler, Shearer, Spiller, Troy, Winthrop; Secretary Parks representing Trustee Dukakis; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Treasurer Johnson; Mr. Miller; Miss Eichel, recording

Absent Trustees: Trustees Anrig, Carlson, Eddy, Gordon, Morgenthau, Okin, Robertson, Rowland

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director and Assistant Vice President; Mr. O'Leary, Associate Counsel to the University; Mr. Prussing, Deputy Budget Director; Mr. White, The Assistant to the President and Director of Public Affairs

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Professor Sulzner, Faculty Representative; Mr. Federow, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Tubbs, Vice Chancellor for Student Affairs; Mr. James, Assistant Chancellor; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Professor Goodman, Chairman, Department of Physiology

Guests: Members of the Amherst Faculty Senate Rules Committee

The meeting was called to order at 2:00 p.m. by Chairman Healey, who began by thanking the UM/Amherst Alumni Association for extending the invitation to the Board to meet in Memorial Hall. He said the Board was grateful to have the opportunity to meet in such gracious surroundings and asked that thanks be extended to Mr. Parnell, President of the Alumni Association, and the staff for making the Hall available to the Trustees.

Chairman Healey next turned to the matter of approval of the minutes of the previous meeting. He said that Mrs. Bluestone

had called attention to the fact that her name had been omitted from the list of Trustees opposing the vote on executive sessions of the Board. It was agreed that the Secretary would amend the minutes to correct this omission and on motion made and seconded, it was

Approval of Minutes

VOTED: To approve the minutes of the October 6, 1976 meeting, as amended.

President's Remarks

Chairman Healey asked President Wood for his comments. President Wood began by thanking the Board for allowing him to be absent from the October Board meeting in order to visit Hokkaido University in Japan and to attend an international conference in Italy on opportunities in philanthropy. It was, he said, like a mini-sabbatical. He then said he would like to speak briefly on four matters, 1) capital outlay, 2) Columbia Point development, 3) planning for the year, and 4) the State Auditor's Reports, which had been received by the Trustees.

With regard to capital outlay for FY 1977, President Wood said that the Legislature had appropriated a total of $8.4 million to the University for the three campuses and the field stations. In addition it had appropriated $500,000 for planning of the State Archives building which had been requested by Secretary of State Paul Guzzi. For FY 1978 the initial capital outlay request of $12.425 million will be considered by the Committee on Buildings and Grounds. This is a tentative figure which was submitted to the Executive Office of Administration and Finance upon its request, but it will be reviewed further in the next two weeks by the campuses before the final request will come to the Trustees. He said that although in raw numbers this request may seem large, particularly in a period of fiscal stringency, it should be viewed in the context of a period in which the University completed rapid growth and expansion and in the context of its relation to maintenance and other investments of the University.

The FY 1978 Maintenance Budget Request voted by the Board in October represented a smaller percentage of increase over the previous year than the requests of any other segment of public higher education, he said, as evidenced by the following figures:

Institution	Increase in Dollars	Percent of Increase
State Colleges	$ 9.9 million	17.1%
Community Colleges	15.7 million	37.7%
University of Lowell	3.4 million	20.4%
S.M.U.	3.8 million	35.5%
U/Massachusetts	16.3 million	15.0%

Indicating yet another dimension of the status and character of the University's requirement for fiscal resources, President Wood mentioned that the October 25 issue of The Chronicle of Higher Education reported the following four series of figures which are of interest in considering where the University stands nationally and where it has come from. The report stated that over the last ten years, Massachusetts had risen from nineteenth to fifth in the nation in the rate of increases of state appropriations, and in the last two years when the fiscal crisis was most severe, Massachusetts ranked thirty-first in the nation in educational support. Although the Commonwealth has moved ahead in the decade and even in the last two years, he said, Massachusetts still ranks forty-eighth in the nation in terms of educational support per capita and forty-eighth in terms of educational support per $1000 personnel income. Many factors are involved, he said, 1) the role of the private sector in higher education as a major export industry of which Massachusetts should be proud, 2) the late start of public higher education, 3) the character of the Massachusetts tax base, and 4) the problems in Massachusetts industry. Massachusetts higher education, he said, is still on the borderline of poverty when compared to other universities in the nation with which the University presumes to be competitive. He said Massachusetts' support of higher education still ranks with Maine, New Hampshire and New Jersey, which are not distinguished in terms of the quality of education. He said he hoped as the Trustees consider the capital outlay budget and as the Committee on Buildings and Grounds considers five-year plans, these factors would be kept in mind.

Referring to an article by Dan Ahern in the Herald, President Wood said the University had been accused of attempting to build a "low-land acropolis" at Columbia Point, which, he said, he thought was a contradiction in terms. Mr. Ahern had inquired whether the University really wanted an Opera House. President Wood said that what the University really wants is a viable development of the peninsula that speaks to the needs of the community, that speaks to the completion of the plans of the University to a full-scale campus, that speaks to the healthy marriage between cultural and intellectual affairs, human affairs and sound economic development. Therefore, he said, the University welcomes the Kennedy Library, the State Archives, and the possibility of the Opera House and particularly, the interest, energy and commitment of the private sector in the development of the community. Mr. Ephron Catlin, Treasurer of the Affiliated Hospitals, financial consultant for Tucker, Anthony and R.L. Day, and recently retired Executive Vice President of the First National Bank, has agreed to chair a committee of community and business leaders, which includes Trustee Spiller, who are concerned with the future of the Columbia Point peninsula. Through these efforts, said President Wood, a former city dump is on the way to becoming a magnet area for the Boston region and Massachusetts in general.

President Wood said that on the evening before this Board

meeting, the Chancellors' Council had met to begin a process which will coordinate academic planning with budgeting. He said that such planning had been mandated at an informal Trustee meeting at Parkman House in January, 1975, and had begun with a planning exercise in February, 1975, which had been interrupted by the budget crisis in the Commonwealth. Now that this crisis was over, the University, he said, would resume the development of capital outlay and operating budgets with the planning of program priorities as parts of a single total master planning process.

President Wood then turned to the matter of the State Auditor's Reports. Reports for FY 1975 for UM/Amherst and UM/Worcester were on hand, he said, and the report for UM/Boston had been completed, but had not yet been received. He indicated that comments from the Trustees would be welcome. The reports are being reviewed by the campuses and their comments will be coordinated by the University Controller and forwarded to the Executive Office of Administration and Finance. Any action taken, he said, would be reported to the Board.

UM/Amherst--Chancellor's Remarks

President Wood said that this completed his report and he called upon Chancellor Bromery for his remarks. Chancellor Bromery began by welcoming the Trustees back to the Amherst Campus. He then introduced the new Vice Chancellor for Academic Affairs and Provost at UM/Amherst, Dr. Paul Puryear. Chancellor Bromery, referring to the article in the Herald mentioned by the President, said he was speaking also for his Five College colleagues when he said the Amherst campus does not consider itself a bunch of buildings rising in the midst of cornfields. He said it was an intellectual community and that aside, the cornfields were some of the most productive cornfields in the country.

Continuing, Chancellor Bromery said that Dr. Lewis Killian had given the first lecture of the Chancellor's Lecture Series, comparing school busing here and in England. He extended an invitation to Trustees to attend this lecture series. Last, he informed the Trustees that the State Labor Relations Board had made its decision on unit determination and dates had been set for collective bargaining elections at UM/Amherst on December 1 and 2.

UM/Boston--Chancellor's Remarks

At the request of the President Chancellor Golino reported next. He said that he had received the preliminary report of the Unification Committee on the merger of the two liberal arts colleges at UM/Boston. Reports from other groups are coming in, he said, and he hoped to have a complete packet for distribution to the Trustees by the end of November.

UM/Worcester--Chancellor's Remarks

The President then called on Chancellor Bulger, who reported that the Medical School had received a three-year accreditation. He next introduced the new Vice Chancellor for Health Affairs at the Medical School, Dr. Philip Caper.

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Board
11/3/76

Report of Committee on Student Affairs

Student Support Services

Chairman Healey, explaining that Trustee Shaler had to depart early from the meeting, next called for the report of the Committee on Student Affairs. Trustee Shaler reported that the Committee had met on October 25 and had discussed the matter of Student Support Services at UM/Boston. This subject had been an area of concern to Trustees for several years, and the problems were compounded, he said, by the merger of Colleges I and II. The Chancellor, he said, had spoken about an interim report being prepared on campus and had said that until this report had been completed, and the problems resolved, the ten positions set aside for student services would not be filled. The Chair, at the time, said Trustee Shaler, had felt the report on the fundamental issues of student support services on the Boston Campus submitted to the Committee had not taken into account the guidelines set forth in the so-called Gage Report, which had been approved earlier by the Trustees. The current UM/Boston report, he said, seemed to advocate a traditional approach and did not take into account such issues as relationships between affirmative action and student support, student identification, or an outreach approach. The discussion closed, he said, with an expectation of a final report which will reflect the Trustee guidelines of the past, the present state of affairs, what implementation has taken place, and further steps planned for the delivery of student support services responsive to Trustee policy and concerns. This report is to be complete by the end of the month.

MassPIRG

The other item of agenda, he said, was discussion of the forthcoming report on MassPIRG. The report, he said, would examine the various funding mechanisms, information as to national patterns and activities, the kinds of institutions participating and an elaboration of various legal issues involved.

Report of Executive Committee

Collective Bargaining

Chairman Healey next turned to the report of the Executive Committee, stating that the first item of agenda was the matter of Collective Bargaining. He said that the Board had historically supported the position of the administration in opposing collective bargaining as a substitute for the governance process. He said that as there were several new members of the Board since this subject had last arisen, he felt it appropriate for the Board to look at the policy question to determine its current posture. He then asked President Wood to speak. President Wood said that the election on the question of faculty unionization had been scheduled for December 1 and 2. He said that he had restated his personal position that unionization is not an effective response to faculty concerns at both UM/Amherst and UM/Boston. He said the Board had received copies of his remarks at UM/Amherst, which stated his position. One major difference from the last election, he said, is that one unit is proposed for both campuses, whereas the last time the matter had concerned only UM/Amherst.

Chancellor Bromery said that the decision of the State Labor Relations Board had been circulated on campus. He said that

compared to units at other institutions, the proposed unit was complex and broad, including traditional full-time professors, associate professors, assistant professors, and lecturers, as well as all part-time and visiting faculty who have served a specified amount of time at the institution; it also includes librarians and some staff associates and staff assistants on campus, such as those at the University Without Walls, University Year for Action, Bilingual Collegiate Program and several other programs on the UM/Amherst and UM/Boston campuses. If the outcome of the vote should result in a runoff between the bargaining units involved, the runoff would be held within 60 to 90 days after the original election. He said that every effort must be made to ensure that the greatest number of people exercise their right to vote since the collective bargaining law simply requires a majority of those voting to determine the result. Therefore, if only a few vote, the decision could be made on the results of those few votes. He said that it is also important that the voters know exactly what they are voting for; that is, what a vote for each option will deliver.

Trustee Troy asked whether a small vote at UM/Amherst counteracted by a large vote at UM/Boston would commit UM/Amherst to the result at UM/Boston. Chancellor Bromery replied that since only one unit was involved, this would, in fact, be the case.

Chancellor Golino said he, too, was concerned that voters were adequately informed as to what the realities of their votes would mean. Referring to Secretary Parks' remarks at the Executive Committee he said it was important for those voting not to have expectations about monetary gains greater than the State could produce since, as the Secretary said, the available funding for compensation increases is limited.

Chairman Healey then moved the vote, reading the recommendation of the Executive Committee to the Board, which reaffirmed the long-standing position of the Board that effective governance arrangements to maintain the traditional relationship between faculty, administration, and Trustees, is preferable to collective bargaining. Mrs. Bluestone asked if legal counsel had been sought as to the advisability of such a statement at a time when a collective bargaining unit had been determined and an election scheduled.

At the request of Chairman Healey, Mr. O'Leary, Associate Counsel to the University, replied that labor counsel retained by the University had been consulted about this proposed vote. He had advised that the Board can state its position with regard to governance. Neither Secretary Hardy's memorandum nor the proposed vote, said Counsel O'Leary, contains a threat of reprisal and there is no coercion. Such a vote would not be regarded as an unfair labor practice.

Trustee Burack stated her belief that it was extremely important that the Board receive a very complete briefing on the relationship between the 1973 governance statement and the 1974 Mendonca bill before taking such action. She said it was her opinion that such a statement would be unwise and she would, therefore, vote against it. Trustee Cronin stated his concern that there was only two days' notice of action of such importance. He stated his doubt as to the familiarity of all Trustees with the fine points of the governance document. He said he was surprised that there was no mention of the students in the proposed vote, since students were affected by any change in the governance structure, and that he could not vote for the motion, as the students at UM/Amherst did not have confidence in the governance procedure.

Trustee Breyer said that the proposed motion did not underwrite every "jot and tittle" of the governance document. But the issue on campus is whether there should be a vote for the union. In that context, he said he supported the existing system. If he were convinced that a vote for the union would bring higher salaries he might, he said, vote "no" on this motion; but he had serious doubts that this was the case and, in fact, he felt a union might have the reverse effect. He said that where uncertainty exists, he would favor the present system, though it may be imperfect. Chairman Healey said the purpose of the motion was to authorize the administration to express to the faculty the position of the Board.

Trustee Burack reiterated her belief that it would be a mistake to take a stand without knowing whether the governance document coincides with the Mendonca law. She said she felt the action was both premature and inadvisable and did not understand why the Board had not had an opportunity to meet with the lawyers. She asked who had chosen the lawyers, which she felt was a Board decision to make. She said that any action taken by a negotiator was a commitment to a policy change and only the Board had the right to change policy. She was, she said, absolutely appalled that the Board would propose such an action before the election when there was no urgency.

Chairman Healey said he differed with Trustee Burack philosophically on this matter and that the motion was a means of authorizing the Chancellor to take a stand before the election. It was not in any way changing the current governance process. He said that he did not feel the Chancellor could take a position without this type of direction from the Board.

Professor Sulzner stated his concern that the proposed motion would be taken by some faculty as an adversary position adopted by the Board, even though it might not be so intended. He said that at the Executive Committee the representatives from both the UM/Boston and UM/Amherst faculties had argued for the legitimacy of collective bargaining as an alternative point of view with re-

spect to the effectiveness of the University governance.

Trustee McNeil asked for clarification of her understanding that the motion simply meant that even though there were problems with the governance document, the Board leaned toward that process rather than collective bargaining. Chairman Healey said that was indeed the case.

Mrs. Bluestone asked if the 1973 governance document had not been revoked why it was necessary to reaffirm it. Chairman Healey replied that membership on the Board had changed since the governance document was adopted and it seemed only fair to allow new Trustees to be heard on the issue. He then asked for the vote on the motion before the Board and it was seconded and

VOTED: That the Board of Trustees continue to endorse as effective governance arrangements the existing organization and processes of the University so as to maintain the traditional relationship between faculty, administration, and the Board of Trustees.

Trustees Abrams, Burack, Conti, Cronin and Mrs. Bluestone, voting for Trustee Fielding, were recorded in opposition to the motion.

UM/Worcester--Governance of the Medical School (Doc. T77-028A)

Chairman Healey asked Chancellor Bulger to introduce the next agenda item, Governance of the Medical School--UM/Worcester (Doc. T77-028A). Chancellor Bulger said that Professor Goodman had chaired the group who drafted this document. He said the campus is relatively happy with the document, while recognizing that some parts may have to be revised. The document, he said, would be reviewed in two years. There being no questions, on motion made and seconded, it was

VOTED: To approve and adopt the Governance Document for the University of Massachusetts Medical School as set forth in Trustee Document T77-028A.

President Wood asked to be recognized. Chairman Healey granted his request and President Wood informed the Board that Secretary Parks had to leave the meeting early. Since the matter of capital outlay for the Boston campus had been discussed at the October meeting and again at the meeting of the Committee on Buildings and Grounds earlier in the day, President Wood said he felt it only fair that the Secretary have an opportunity to hear the report of the Committee on Buildings and Grounds on this subject. It was therefore agreed that this report would be taken up before Secretary Parks left the meeting.

Report of Committee on Buildings and Grounds

Chairman Healey then called upon Trustee Spiller, who reported that the Committee on Buildings and Grounds had met earlier in the day, at which time the FY 1977 capital outlay had

been discussed. The money appropriated by the Legislature for the University, he said, was as follows:

UM/Amherst

Renovations to Goodell Building	$2,000,000
Utility renovations	1,500,000
Campus safety improvements	1,020,000

UM/Boston

Modifications to seawater cooling system	$ 225,000
Study and design of seawater cooling system	200,000
Modifications to Building 010 ventilating system	300,000

UM/Worcester

Furnishings and equipment, University Hospital	$2,000,000
Site work	1,100,000

Field Stations

Waltham - Boiler replacement	$ 110,000

FY 1978 Capital Outlay Request

Trustee Spiller turned next to the FY 1978 Capital Outlay Request, which he said had been in the initial amount of $12.4 million. He pointed out that $3.5 million of the total request was caused by factors beyond the control of the University, such as corrections to the seawater cooling system at UM/Boston and problems with the Tillson Power Plant at UM/Amherst. Contract problems at the time of construction were responsible for what amounted to 25 percent of the capital outlay request for corrective measures, he said, and the University has been trying for two years to get the Bureau of Building Construction to correct these problems.

Each item of the FY 1978 capital outlay request was discussed by the Committee, but it was decided to defer final approval until sometime in November after a review of the five-year plans of each campus could be completed, at which time, he said, the Buildings and Grounds Committee would meet jointly with the Committee on Budget and Finance to discuss this matter further with the aim of keeping the request as low as possible.

UM/Amherst--Building Acceptances

The Committee next went on an inspection tour of various facilities at UM/Amherst, after which it was voted to recommend approval of the facilities subject to the conditions set forth.

UNIVERSITY OF MASSACHUSETTS

Upon motion made and seconded, it was

VOTED: To accept the Addition to the Infirmary at the Amherst Campus as completed in accordance with plans and specifications.

VOTED: To accept the Bus Storage Facility at the Amherst Campus as completed in accordance with plans and specifications.

VOTED: To accept the Fine Arts Center at the Amherst Campus, as completed in accordance with plans and specifications subject, however, to the completion and/or correction of items on a list dated March 11, 1976 and on file with the Director of Physical Plant, Amherst Campus; further, that the foregoing acceptance shall not constitute acceptance of the lighting system and the sound system for said Fine Arts Center.

VOTED: To accept the Graduate Research Center II at the Amherst Campus, as completed in accordance with the plans and specifications subject, however, to the completion and/or correction of items on a list dated September 16, 1976 and on file with the Director of Physical Plant, Amherst Campus.

UM/Amherst--Tillson Power Plant

Trustee Spiller said that in addition to the above buildings the Committee also visited the Tillson Power Plant. Although the building is operational, the power line to it is not. Again, he said, he felt the Trustees should take stronger measures to ensure that the Bureau of Building Construction acted to correct this problem.

UM/Boston--Gymnasium

Trustee Spiller reported that the Committee had also discussed the situation at UM/Boston, and he then asked Trustee Clark to express her concerns. Trustee Clark said she was pleased that Secretary Parks could remain at the meeting, because she would not want to make her statement without providing him the opportunity to respond. She then read her statement which said that as a Trustee and as a resident of the Dorchester community, she wished to bring to the Board's attention a very disturbing situation with regard to the gymnasium for the Harbor Campus.

She reminded the Board of the many reviews this building has received from this Board in developing the plans, in revising these plans to a much lower budget and in conducting the Environmental Impact Review. These reviews have included the Executive Office of Educational Affairs, and the Office of Transportation and Construction, she said.

Trustee Clark recalled that Trustee Spiller spoke at

the last Board meeting about the apparent "shell game" between the BBC, Secretary Parks' Office, and the Executive Office of Administration and Finance regarding where the bidding process was stalled. As late as last Friday, she said, Chancellor Golino received a letter from Secretary Parks dated October 25, 1976 stating that he was only then reviewing release of the capital outlay appropriation for the Harbor Campus physical education complex. Trustee Clark read an excerpt from the letter which stated that the Governor's Management Task Force report recommended against the facility, because "the need for such a facility...is unclear." The Secretary's letter went on to say,"The fact of that judgment, set within the general context of the need of the Commonwealth to reduce its capital indebtedness, must be given significant weight.

"Given the academic and community roles of the University of Massachusetts at Boston as an urban commuter institution, community access to, and actual use of, university facilities is a central element in the definition of need. It would be helpful to me if you could provide me with the following information on policy and practices relative to existing and planned facilities." Trustee Clark said there followed a list of questions.

She then read a portion of Chancellor Golino's reply.

"I do not understand your reference to 'reviewing release of the capital outlay appropriation' for the gymnasium. My understanding according to advice from University General Counsel is that funds voted by the Legislature may not be impounded. Nor am I clear as to your reference to the Management Task Force. I believe the University position in regards to that body was made clear by President Wood (letter of August 6, 1976 to Secretary Parks, page 4) when he stated: 'The Task Force again went beyond its province in recommending the cancellation of plans for a gym at Boston since this would be a reversal of action already taken by the Legislature.

"Furthermore, I must say in all candor that I am perplexed by your request, at this time, for information which has been submitted long ago and in compliance with all procedures. Our records indicate that the preliminary project synopsis was forwarded from Administration and Finance to Secretary Parks on August 5, 1975. At that time or subsequently we have not received any request for any information from your office until the letter of October 25, 1976."

Trustee Clark then said she wished to put the following resolution forward:

RESOLVED: That the President be directed to take all necessary administrative and legal steps to expedite the construction of the gymnasium building at the Harbor Campus, including the

release of the bidding documents pertaining thereto.

Since the Secretary has raised the question of community use, she wanted him to understand clearly that the University is committed to substantial increase of community use of this facility. As an active participant in the community, she said she knows the community intends to hold the University to that commitment and the University intends to fulfill that commitment. Finally she said that the Secretary, as an engineer, must understand the effect of further delay on the cost of a building that is already on a very tight budget.

Secretary Parks responded that he had talked with Mr. Janis and they had agreed to a process to resolve this problem. His letter had been a part of that process. He said he was meeting later in the week with the Governor, Secretary Buckley, David Liederman and a representative of the Development Cabinet to discuss the matter. President Wood asked Secretary Parks if he had come to a decision in his own mind yet, to which Secretary Parks replied that he had not yet seen Chancellor Golino's reply to his letter. Trustee Clark asked how soon the Secretary's reply could be expected. Secretary Parks replied as soon as his meeting with the Governor has occurred.

Trustee McNeil inquired whether the gymnasium was a part of the budget which had already been approved. President Wood said the money for the gymnasium was appropriated two years ago. At that time then Secretary of Education Cronin had requested that the gymnasium be redesigned with specific attention to community aspects. He said the requested redesign had been completed followed by further redesign due to cost which became necessary because of cost escalation with the passage of time. He said there is no question of money; the money has been appropriated. It is a matter of obtaining approval to put the project out for bid. Vice President Robinson said that any further delay would make it that much more difficult to get the facilities desired within the appropriation. The bid documents have been ready for four weeks and the cost escalation is approximately $65,000 per month. Secretary Parks said the legal question is whether or not the Governor has the right to impound the money. Administratively, he said, it is a matter of priorities. President Wood said the issue is whether or not priorities are set at the time the Legislature acts and where the ultimate responsibility lies. Secretary Parks, having delayed his departure, left at this point in the meeting. There being no further discussion, the motion was seconded and it was

RESOLVED: That the President be directed to take all necessary administrative and legal steps to expedite the construction of the gymnasium building at the Harbor Campus, including the release of the bidding documents pertaining thereto.

Trustee Abrams returned to the matter of the Tillson Power Plant, asking who was paying for the cost of the plant. Trustee Spiller replied that it is the responsibility of the Bureau of Building Construction until such time as the University accepts the building. Trustee Spiller added that the problem lies in determining who is at fault. Chancellor Bromery added that too long a delay in resolving the matter will impact on the campus since the old power plant is still in use, but its life is limited.

UM/Worcester--
Delegation of
Authority

Chairman Healey then turned to the final item on the Executive Committee agenda, the matter of a general delegation of authority for the execution of interagency agreements at UM/Worcester. There being no objection to this proposed delegation, on motion made and seconded, it was

VOTED: To accept and approve the recommendation of the Executive Committee that the Chancellor/Dean of the University of Massachusetts Medical Center, in consultation with the Office of the President, be authorized to negotiate and execute contracts developed in accordance with the provisions of the January 8, 1976 Interagency Agreement (T76-031C) or as said Agreement may be amended by consent of all parties thereto.

Report of
Committee on
Health Affairs

At the request of Chairman Healey, Secretary Hardy reported for the Health Affairs Committee in the absence of Trustee Robertson. The Committee, she said, had met on October 19. Chancellor Bulger had informed the Committee that the searches for an Affirmative Action Officer and the Chairman of the Department of Psychiatry were nearing completion. He also reported on the opening of the Child Development Center, operated in concert with the Department of Public Health and aimed at early identification of high-risk developmental cases. In addition to treating children, the Center trains staff who work with children.

The Committee then discussed the Governance Document of the Medical School, recommending approval of the document to the Executive Committee, which document had been approved by the Board earlier in the meeting.

The Committee also discussed the Group Practice Plan for the purpose of familiarizing the Committee with its rules and regulations. The Trustee action of June 25, 1975 mandated review of the regulations in the spring of 1977 and the Committee at that time will be asked to consider amendments to the Group Practice Plan.

Secretary Hardy added that had Trustee Robertson been present he would also have reported on the meeting of the Hospital Management Board and she asked Chairman Healey to recognize Chancellor Bulger to make this report. Chancellor Bulger reported that on October 20 the HMB had held its second meeting. Two major

issues were addressed: the first related to the state job classification for intensive care nurses. Nurses' salaries at the University Hospital, he said, were inadequate to be competitive with other Worcester hospitals and with comparable Boston hospitals. The HMB had, therefore, voted to recommend "that the University support the equalization of nurses' salaries and take the necessary steps to insure that the salary levels for nurses serving at the University Hospital be competitive with the salaries of nurses serving in comparable positions throughout the Commonwealth, and that such steps be acted upon as expeditiously as possible."

The second issue he said, related to the need for the University Teaching Hospital to petition the State Rate Setting Commission for an increase in allowable hospital charges. The current charges are significantly less than actual cost for providing services to patients. Since 95 percent of the patients are covered by insurance and other third party payers, an increase of charges would reduce the amount of subsidy necessary from the state. Because of the Trustee approved credit and collection policy established in 1975, the 5 percent of patients without third party coverage would not bear the burden of the increases. Increases in daily charges of $30 for a semi-private room, $35 for a private room and $125 for intensive care were recommended. The HMB voted "to support and recommend to the University, and to such other agencies as are appropriate, the increase in Hospital rate charges necessary to insure adequate financial stability for the University Teaching Hospital."

Chancellor Bulger said that the HMB also heard a presentation of the organizational structure of the hospital and a description of the clinical and medical division.

Chairman Healey then asked for the report of the Delegate to the Board of Higher Education. Trustee Troy reported that on October 18 the Board of Higher Education met with Governor Dukakis and Secretary Parks at the BHE Chairman's request to discuss some of the urgent matters, mainly monetary, facing the Board. He said that due to lack of funding for key staff positions, the BHE was unable to fulfill its mandated functions. The Governor had listened sympathetically, but had said that overall budget demands still exceeded revenues of the Commonwealth, that the state pension system must be put on a sound financial basis, that there is a continuing need for economy in all segments of higher education and that a tax increase was out of the question.

The Governor then asked the BHE, he said, to take a hard look at the various budget proposals of the segments in the months ahead. Normally, said Trustee Troy, the BHE would have reviewed the segmental budgets by November, but the position of Deputy Chancellor for Budget and Finance had been vacant since April and was only filled very recently; therefore, the Board would not be able to make its review until late December or early January. The Governor, continued Trustee Troy, also asked the BHE to submit its

proposal for additional funds in a brief memorandum to him, promising to give it careful consideration.

Chairman Healey next asked Trustee Troy to report on the meeting of representatives of the Five College Consortium at Amherst on October 26, which he and Trustee Breyer attended. Trustee Troy said the meeting was attended by trustees from each institution as well as by Chancellor Bromery and the Presidents of the colleges. President Wood's schedule, he said, had prevented him from attending. He reported that the cooperation among these institutions has been very successful, especially the Hampshire Inter-Library Center. Students were able to take courses at other colleges, faculty to teach courses in the various colleges, cooperative use of the libraries was possible, bus service was available between institutions, symposia are held, and The Massachusetts Review is supported by all of the five colleges. He said the consortium enriches the educational life of the individual institutions and also makes it possible to attract better faculty. It is a good example of public-private cooperation. Trustee Breyer added that he, too, had been impressed with the work being done by the consortium. Trustee Burack said she would like to see more publicity given to this kind of cooperation. Chancellor Bromery mentioned that the dedication ceremonies of the Five-College Radio Astronomy Observatory had received national notice.

There being no further business, the meeting was adjourned at 3:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

December 1, 1976; 1:30 p.m.
Chancellor's Conference Room
Administration Building
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Abrams, Breyer, Burack, Carlson, Clark, Conti, Croce, Cronin, Dennis, Dukakis, Eddy, Gordon, McNeil, Rowland, Shaler, Shearer, Spiller, Troy; Mrs. Bluestone representing Trustee Fielding; Mr. Callahan representing Trustee Anrig; Mr. Colby representing Trustee Winthrop; Mrs. Kaplan representing Trustee Okin; Secretary Hardy; Treasurer Johnson; Mr. Miller, Assistant to the Secretary; Miss Eichel, Assistant Secretary, recorder

Absent Trustees: Trustees Morgenthau and Robertson

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President and Director of the Institute for Labor Affairs; Mr. Cooley, Associate Vice President for Analytical Studies; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Assistant Vice President and Budget Director; Mr. O'Leary, Associate Counsel to the University; Mr. Prussing, Deputy Budget Director; Mrs. Simmons, Assistant Vice President for Academic Affairs; Ms. Taylor, Assistant to the Budget Director; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Mr. Melley, Director of Public Information; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Professor Boelcskevy, Faculty Representative; Professor Schwartz, Alternate Faculty Representative

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Mr. Cathey, Controller; Mr. Fellner, Assistant Controller; Mr. Ference, Group Practice Administrator; Mr. Smith, Associate Dean for Student Affairs and Provost; Professor Smith, Faculty Representative

Guests: Mr. Arthur Menard, Labor Counsel; Mr. Parks, Secretary of Educational Affairs; Ms. Horowitz, Board of Higher Education

Approval of Minutes

The meeting was called to order at 1:35 p.m. Chairman Healey first welcomed Governor Dukakis. He then called for ap-

proval of the minutes of the previous meeting, and on motion made and seconded, it was

VOTED: To approve the minutes of the November 3, 1976 meeting.

President's Remarks

Chairman Healey then called upon President Wood for comment. President Wood said he wished to join the Chairman in welcoming the Governor. He said that the environmental impact study for the John F. Kennedy Library had been received, that planning for the State Archives building was proceeding and efforts regarding the proposed home for the Opera Company are continuing. He remarked on the good fortune of obtaining the leadership of Mr. Ephron Catlin for the working group of business and financial leaders who are concerned with the potential for private as well as public, development in the area.

UM/Amherst--Chancellor's Remarks

At the conclusion of his remarks, President Wood called upon Chancellor Bromery. Chancellor Bromery said he was happy that the Board would be acting at this meeting on the appointment of a new Dean for the School of Education at UM/Amherst and he said that the campus had full confidence that under the leadership of the new Dean the School would be administratively, fiscally and educationally sound.

UM/Boston--Chancellor's Remarks

President Wood next called on Chancellor Golino. Chancellor Golino called attention to the report on UM/Boston which had been distributed to the Trustees with their Board folders. He added that after Trustees had had an opportunity to read the report, he hoped there would be opportunity to discuss it. He said that fifteen months had elapsed since the Trustees had set priorities for the Boston campus, and the report contained a comprehensive report of developments at UM/Boston as they relate to those priorities. He reviewed the contents of the report, which included information on the unification of the College of Liberal Arts, the work of the College of Public and Community Service in providing innovative programs for a new type of student, ways in which the College of Professional Studies is providing diversification to meet career needs of students, changes in approaches to Student Support Services, the mounting of an Extended-Day Program and progress toward the development of selected graduate programs, as well as ways in which the campus is providing service to the community. He said a separate report on Student Support Services would be forthcoming. In conclusion he stated his feeling that, in spite of many problems, the campus had made great progress in its first ten years of existence.

UM/Worcester--Chancellor's Remarks

At President Wood's request, Chancellor Bulger reported on activities at UM/Worcester, stressing the progress being made in the delivery of health services under the interagency agreements between the University and the Executive Office of Human Services. He mentioned particularly the joint recruitment of

primary care physicians, specialty backup and continuing education at Belchertown and Monson State Hospitals. He commended Dr. Caper, recently appointed Vice Chancellor for Health Affairs, for his efforts in this area. Chancellor Bulger said that the interface between the educational experience of the students and residents and the opportunity to serve previously unserved segments of the population was proving to be beneficial to both the students and the patients and that he believed it to be one of the most creative arrangements established between a state and a medical school. He said he sees opportunities for other similar mutually beneficial arrangements.

Report of Executive Committee

Cost of Living Adjustments (Doc. T77-043)

Chairman Healey next turned to the Report of the Executive Committee, asking President Wood to introduce the first item of agenda, the Cost of Living Adjustments for University Employees (Doc. T77-043). President Wood said that during the last two years, the financial status of the Commonwealth and the prohibition of merit increases had caused a hardship on University employees. However, University policy has been to follow the general compensation policies of the state as a whole and in keeping with the recent agreement negotiated between the Commonwealth and the Alliance, he said, he was asking for authority from the Board to make compensation adjustments.

Chairman Healey emphasized that the proposed vote simply requested authority to make adjustments and did not in any way constitute a promise, express or implied, to any person who might be voting in the collective bargaining elections taking place on the campuses. He added that the matter had been thoroughly discussed at the preceding Executive Committee meeting and that although the Board did not usually meet in January, if the collective bargaining agreements are in readiness for ratification as is required by the proposed vote, the Board could be called to meet as necessary.

There being no questions, on motion made and seconded, it was

VOTED: In accordance with Trustee Document T77-043 and past University policy and practice, the President of the University is authorized to take appropriate steps to complete collective bargaining agreements with unions representing classified staff at a cost comparable to but not exceeding the cost of the Commonwealth's agreement with the Alliance; further, that the President be authorized to take appropriate steps to provide compensation adjustments for all other eligible University faculty and staff at a cost comparable to but not exceeding said Alliance agreement, provided that no action may be taken which is inconsistent with the collective bargaining law or any other laws of the Commonwealth, and such

action shall be subject to ratification by the Board of Trustees.

UM/Amherst--Amendment to Faculty Senate Constitution (Doc. T73-196, T77-051)

Chairman Healey asked Chancellor Bromery to introduce the second agenda item, the Amendment to Faculty Senate Constitution--UM/Amherst (Doc. T77-051). Chancellor Bromery said that this was an amendment simply to make possible associate representatives to the Board rather than one alternate representative, for the purpose of lightening the burden on the Faculty Representative in attending meetings of the seven committees as well as the full Board. Professor Sulzner, the UM/Amherst Faculty Senate Representative, said this amendment had his support since it would give him more time for his primary responsibilities, teaching and research. On motion made and seconded, it was

VOTED: To approve the following amendment to the Faculty Senate Constitution which amendment was adopted by the Faculty Senate on October 7, 1976 and ratified by the general faculty:

"That Section 7 (d) of the UM/Amherst Faculty Senate Constitution be amended by replacing the term 'an Alternate Delegate' with the term 'Associate Delegates' so that the entire section shall read as follows:

"(d) the Senate shall choose a Secretary, a Presiding Officer, a Delegate and Associate Delegates to the Board of Trustees."

Honorary Degrees

Chairman Healey said the last item of agenda was the matter of Honorary Degrees. He said that at an executive session of the Executive Committee, at which a majority of the Board members were present, a name was recommended for addition to the list of recipients of honorary degrees to be awarded at the 1977 UM/Amherst Commencement. He said the Secretary would circulate this name to those members of the Board who were not present at the Executive Committee meeting. Chairman Healey read the vote as approved by the Trustees at the executive session:

VOTED: To approve as an additional candidate for an Honorary Degree to be awarded at the UM/Amherst 1977 Commencement the person agreed upon in executive session of the Executive Committee of this date.

Report of Committee on Budget and Finance

Chairman Healey called next for the Report of the Committee on Budget and Finance. Trustee Carlson reported that the Committee had met the previous day, at which time they had taken action on several items and had heard several reports. Among the latter, he said, were a report from Standish, Ayer & Wood, invest-

ment counsel, and a report from the UM/Worcester Chancellor and his associates on the revenues and expenditures of the Group Practice Plan. The Group Practice report, he said, had been mailed to the Trustees prior to the Board meeting. President Wood, he said, had then reported on the status of the FY 1978 Maintenance Budget Request, which may require further review pending the outcome of the collective bargaining negotiations now in progress since it did not provide for increases in compensation.

UM/Worcester--University Teaching Hospital Rate Increases (Doc. T77-037)

The first item requiring Board action, he said, was the matter of the University Teaching Hospital Rate Increases--UM/Worcester (Doc. T77-037). UM/Worcester had requested approval to seek rate increases to become effective January 1, he said, and Trustee Croce would report further on this item, which had also been discussed by the Committee on Health Affairs. The increases, he added, had received the unanimous approval of the Committee on Budget and Finance.

W. Roy Elliot Endowment Fund (Doc. T77-035)

Trustee Carlson then reported on the recommendation for the establishment of the W. Roy Elliot Endowment Fund (Doc. T77-035). Treasurer Johnson, he said, had explained to the Committee the need for this fund. Upon motion made and seconded, it was then

VOTED: That the W. Roy Elliot Memorial Fund be established as an Endowment Fund for the purpose of making an annual award of $300.00 from income earned during the preceding fiscal year to a Massachusetts resident registered in the Forestry Department as a full-time student at the University of Massachusetts - Amherst Campus; to be eligible a student must be in good academic standing, demonstrate financial need and be of good character. The recipient shall be selected by a committee consisting of faculty from the Forestry Department who will review applications filed prior to June 1 each year. Excess income remaining after annual awards have been made shall be returned to the principal of the fund on the last day of the fiscal year.

Listing of Ohio Land for Sale (Doc. T77-045)

Trustee Carlson said that Treasurer Johnson had recommended the Listing of the Ohio Land for Sale (Doc. T77-045). He said that after discussion, the Committee had approved his recommendation. Chairman Healey inquired whether the land had been appraised and Treasurer Johnson replied that the firm which would list the land had appraised it in 1975, at $1,015,000.

Trustee Gordon added that the Committee had gone into the matter in depth. On motion made and seconded, it was then

UNIVERSITY OF MASSACHUSETTS

VOTED: To authorize the Treasurer of the University to enter into a listing agreement with the firm of Donald G. Culp, Realtor, of Columbus, Ohio, to offer for sale the property described in Trustee Document T77-045; provided, however, that the terms of any sale agreement shall be subject to approval by the Treasurer, the President and the Board of Trustees.

State Auditor's Reports

Trustee Carlson reported that the Committee had then heard a summary by Mr. Janis, Vice President for Management and Business Affairs, of the State Auditor's Reports. He said the Auditor had not questioned any major items and that replies from the campuses to the questions asked would be forthcoming by the January 10 deadline.

The Committee on Budget and Finance, said Trustee Carlson, was then joined by the Committee on Buildings and Grounds to hear, discuss and act upon the five-year capital outlay request. The Committee on Budget and Finance, he said, concurred in the action which the Committee on Buildings and Grounds would recommend later in the meeting.

Report of Committee on Buildings and Grounds

Five-year Capital Outlay Request (Doc. T77-048)

Chairman Healey called next on Trustee Spiller to report on the meeting of the Committee on Buildings and Grounds. Trustee Spiller said that the Committee had considered a Five-year Capital Outlay Request (Doc. T77-048) with a firm request for FY 1978. Each year the request would be reviewed before the final submission for that particular year would be made, he said. He then summarized the steps which had occurred leading up to action by the Board at this time. He said the process began with submissions from the campuses to the President, reviews by the President's Office, hearings held by the President on the five-year plans on each campus, resulting in a reassessment of needs, and then submission to the Committees on Budget and Finance and Buildings and Grounds. The original request for all campuses totalled $114 million, and as a result of the reviews, it had been reduced to $70 million. Because of the magnitude of the request, Trustee Spiller said, he would report the items individually by campus. He began with the UM/Amherst submission, reviewing each item of the five-year plan which covered the following major categories: utility renovations; renovations and remodeling of older academic buildings; renovations and remodeling of state-owned residence halls; landscape improvements; campus safety improvements; and equipment replacement. The total requested for the Amherst Campus for the five-year period amounted to $25.03 million, of which $5.5 million was requested for FY 1978.

Trustee Spiller then asked if any members of the Committee on Buildings and Grounds would like to comment. Trustee Burack said the fact that so little renovation of older buildings had been done in sixteen years was extraordinary and she felt

that it would be "playing a losing game" if something were not done to maintain an institution that was paying such dividends to the Commonwealth. Governor Dukakis asked if the University had explored the possibility of obtaining the new federal public works money for these projects. Mrs. Robinson, Vice President for Planning, said that federal public works funds had been requested for some of the site work at UM/Worcester, but the state government had decided to submit other projects. Governor Dukakis emphasized that federal sources should be explored for future projects of this kind since state capital outlay funds would be limited. Trustee Clark remarked that a considerable portion of the capital outlay request was the result of lack of performance by the Bureau of Building Construction. Professor Sulzner commented that the University should take advantage of its own expertise in such matters as landscape, engineering and environmental design. Trustee Spiller said that this was being done. Students in the UM/Amherst Landscape Design Department had been enlisted to help with planning the landscape at UM/Worcester.

Trustee Spiller reported next on capital outlay requirements for UM/Boston, again reviewing each item of the five-year plan: the sea water system; space adaptation; the bus terminal; equipment replacement; renovations at 100 Arlington Street; construction of the Arts and Science Building; and preparation of athletic fields. The total five-year request for UM/Boston amounted to $33.5 million, of which $29 million was requested for the construction of one major building.

Trustee Spiller then reviewed the UM/Worcester five-year $12 million plan and the $3.9 million FY 1978 request for the following categories: teaching hospital furnishings and equipment; medical school furnishings for clinical and basic sciences faculty and audio-visual equipment; a computer system; furnishings and equipment for three family health centers; and site completion funds.

Completing his detailed report of each of the campus' five-year plans and FY 1978 capital outlay requests, Trustee Spiller then moved the vote. Secretary Parks asked for clarification of the purpose of the proposed $29 million Arts and Science Building for the Boston Campus, if this building contemplated a 2,000 student enrollment growth, if this growth had been approved and if the building was in anticipation of the transfer of the downtown student population to the Harbor Campus. President Wood, responding to Secretary Parks, explained that the original plan for the campus had entailed a plant of from $335 to $355 million and had contemplated up to six college buildings to serve from 15 to 20 thousand students. Since that time the enrollment limits had been cut back to from 10 to 12.5 thousand. The proposed Arts and Science Building was a scaled-down model of what had originally been two separate buildings--one for the Arts and one for the Sciences. This building, he said, would not necessarily result

in changing the downtown center, which now houses the College of Public and Community Service. It is required to provide a full range of instructional facilities for both present and future enrollment. Chancellor Golino added that the campus is already overcrowded to the point where the Library is being used for classroom space.

Secretary Parks asked if the services now lacking at the Boston campus could not be provided by arrangements with other institutions, similar to the contractual program with Northeastern, possibly using facilities at the Massachusetts College of Art. Chancellor Golino responded that where feasible such arrangements would be made, but that they could not satisfy the needs of all the programs or students, particularly given the difficult student schedules combining work with study. Vice President Robinson added that the Arts and Science Building had been given priority over the building of the third college building because of the necessity for the existing student body to have adequate facilities for strengthened program activities in both the arts and sciences. She also noted the difficulty in commuting between facilities such as the Massachusetts College of Art, which is in Charlestown, and the Harbor Campus. Trustee Cronin also emphasized the psychological importance to students of having a physical campus.

Trustee Rowland stated that the Board had expressed its concern and priority for the Arts in its establishment of the Advisory Council for the Fine Arts and in the receipt of the Council's report last fall, and she added that if the interest in these activities is as great as studies have indicated, UM/Boston students could not be accommodated at the Massachusetts College of Art. She said that although she believed the University should take advantage of the resources at hand, she felt strongly that it was essential for faculty and equipment for the arts to be provided on campus.

Mrs. Kaplan raised the issue of declining enrollments in high schools, and asked if this would affect institutions of higher education in the near future. Chancellor Golino replied that the campus was aware of these statistics, but that although fewer high school students might be graduating and going on to higher education, the reduction in these numbers would be offset by increasing numbers of nontraditional students attracted by UM/Boston. He added that there was no space on campus strictly for student use, such as a student union, nor is there enough space for student support services such as counseling and advising. Trustee Breyer asked if the expenditure of the $29 million would help to accommodate additional enrollment, and if the added student enrollment would then make the cost per student smaller. Mrs. Robinson replied that the construction of the building would allow the campus to round out the necessary academic programs and that the student per capita cost--particularly space and maintenance costs--would decrease with additional enrollment.

Trustee Shaler emphasized that the building would allow the filling of a present void on the campus in education in the arts, and Trustee McNeil mentioned the trend whereby a growing number of working people are seeking to continue their education in order to enhance their career opportunities. She said she supported the proposed expansion at UM/Boston to ensure opportunity for those older, nontraditional students. She said the issue of adding the Arts and Science Building was a matter of enhancing the quality of education offered by the University of Massachusetts at Boston.

Replying to a query from Trustee Abrams, Chancellor Golino said that in the College of Professional Studies only 200 students were accepted from a total of 1200 applicants, most of whom were qualified students electing a field for which there is a great demand. President Wood noted the scale of investment in construction since 1970 and said that the five-year plan recommended seemed prudent and reasonable considering annualization and depreciation. He said he was grateful to the Trustee committees and to this Administration of the Commonwealth for putting the University on a reasonable cycle for capital outlay. Trustee Burack added that although the total amount required was substantial, it would be expended over a period of years, not all at once.

Secretary Parks said he was aware of the problems, but because of the fiscal position of the Commonwealth, he could not approve such outlay within the next two years. Chairman Healey commented that the matter of the $29 million did not have to be acted upon by the Board at this time; it was simply part of a planning process which would be reviewed again before a vote on this particular item would be requested. In the meantime, he said, the five-year plan was an indication of the direction in which the Trustees felt the University should be moving.

Trustee Gordon said the University was faced with the choice of educating students or merely accommodating them, and it was presently nearing the point of accommodation. He said that accommodating rather than educating was not the purpose of the institution, but it most certainly should not reach the point where instead of accommodating, it would be cheating the students and he did not feel the Trustees or the Commonwealth wanted to reach the point where they were merely accommodating.

Secretary Parks said it was certainly not the purpose of the Governor or the Office of Educational Affairs to cheat students; however, he could not support this expenditure. He said he could support the capital outlay program with the exception of this particular building.

In response to a question from Trustee Rowland, Mrs. Robinson replied that although in the 1980's it is anticipated

that the number of high school students going on to college would be decreasing, the number of 24- to 30-year-olds seeking education is growing. These older students make up a substantial part of the student population at UM/Boston.

There being no further discussion, on motion made and seconded, it was

VOTED: To approve the FY 1978 Capital Outlay Budget Request in the context of the five year Capital Outlay Budget as set forth in Trustee Document T77-048; further, that at the appropriate time the capital outlay budget request for each subsequent year within said five year budget plan shall be subject to review and approval of the Board of Trustees.

Secretary Parks' exception was noted.

Trustee Spiller said he wished to comment on one additional item, related to the Southwest dormitory complex at UM/Amherst. He said a study was underway of methods by which living conditions in these buildings could be improved. A report, he said, would be forthcoming to the Trustees.

Report of Committee on Health Affairs

Financial Status of Teaching Hospital

Chairman Healey asked Trustee Croce to report for the Health Affairs Committee in the absence of Trustee Robertson. Trustee Croce began by reporting that the Committee had met at UM/Worcester on November 22. Chancellor Bulger opened the meeting by reporting on the financial status of the Medical Center. He said that the budgetary situation is necessitating the limiting of health care services. There had been some discussion of the advantages of establishing a trust fund for hospital receivables, reported Trustee Croce, but, he added, no teaching hospital could expect to be completely self-supporting and the Medical Center would continue to require state budgetary support. He said also that the cost of running a hospital with 75 beds when it was established for 400 beds is necessarily high.

University Teaching Hospital Rate Increases (Doc. T77-037)

Trustee Croce turned next to the matter of University Teaching Hospital Rate Increases (Doc. T77-037). The Committee was recommending that hospital rates be increased as follows:

	from	to
Semi-private Room	$125	$155
Private Room	150	185
Intensive Care	315	440
Ancillary Charges		+30%

Trustee Croce said Mrs. Bluestone had expressed some concerns on behalf of the Department of Public Health to this rate increase and suggested that she might wish to comment. Mrs. Bluestone said she was not unalterably opposed to a rate increase, but she

felt that the Committee had not been given sufficient information on which to base their decision. She said she believed that the Trustees should look at the whole administrative structure to see that everything possible had been done to cut costs before a rate increase is requested, that the private sector is complaining that the public sector is not being held to the same restrictions as the private sector, and that a rationale to justify the increases should accompany the request.

Secretary Parks said he was concerned about the deficit position of the hospital. Increasing hospital rates was not, in his view, the route to take in addressing the problem. He said he had heard that operating expenses for 1976 were at a level above $6 million, while income from patient care was around $1.5 million and this would indicate a net cost of around $4.5 million. His information was that next year the deficit would be even greater.

Trustee Carlson expressed incredulity at the figures stated by Secretary Parks and added that he did not feel the Board meeting was the place to hold a detailed analysis of the hospital revenue and expenditure plan. However, he said, the University had made, and would continue to make, every effort to keep the deficit within the targeted figure. He said it was the budget constraints which had led the University to limit the opening of beds in order to minimize cost escalation.

President Wood explained that the Board was being asked at this time to allow the hospital administration to request an increase, which the Rate Setting Commission (RSC) would determine, because if the Commission approves of the rate increase, the law requires 60 days after the RSC acts before the rates become effective.

Mr. Janis, Vice President for Management and Business Affairs, said that actual expenditures for FY 1976 amounted to $4,074,754. Revenues for that period were $582,000, so that the net cost to the Commonwealth of $3.49 million was just under the $3.5 million anticipated. In FY 1977 the budgeted expenditures are $9.5 million. The estimated revenues are $6.5. The estimates for FY 1978 are: expenditures $12.1 million, revenue $9.2 million.

Secretary Parks asked if these estimates reflected the proposed rate increase. Mr. Janis replied that they did not. However, there have been some unanticipated expenses, such as substantially higher malpractice insurance rates.

Chancellor Bulger said that the final decision on increasing the rates would be determined by the Rate Setting Commission but if they approve, higher rates would result in increasing the revenue to the Commonwealth. He did not feel, he said, that the third-party payers should benefit at the cost of the Commonwealth.

Chairman Healey said the important factors were: the need for early submission of the University's request to the Commission and the role of the Board in proposing the rate increase. Dr. Caper explained that the issue was not one of health care costs, but rather of how those health care costs should be allocated among payers--how much should be borne by federal programs for which taxes are paid, and how much should be covered by appropriations of the Commonwealth. He said that to try to keep costs down by not allowing the rate increases would be both inappropriate and ineffective, and that increasing the rates would simply put the University Hospital on a comparable basis with other major northeastern teaching hospitals.

Mrs. Kaplan said that she, Mrs. Bluestone and Secretary Parks were faced with similar problems in other state agencies, but that it was necessary to determine the role of the Board as Trustees, knowing that in this role Trustees would not necessarily agree with the thinking, say, of the Department of Mental Health. Trustee Gordon agreed that determining the role of the Trustees in such a complicated matter was important, and stated his belief that the Board must depend on recommendations from the Hospital Management Board and other professional groups. Trustees Abrams and Croce, both members of the Committee on Health Affairs, said they supported the rate increase.

There being no further discussion, with Trustee Gordon presiding for Chairman Healey, who had to leave during the foregoing discussion, it was moved, seconded, and

VOTED: To concur in the need for rate increases for the University of Massachusetts Teaching Hospital as outlined in Document T77-037 and to request that the Rate Setting Commission approve said increases.

Trustees Burack, Conti, and McNeil; Secretary Parks, Mrs. Bluestone and Mrs. Kaplan, representing Trustees Dukakis, Fielding, and Okin respectively, voted in opposition to the motion.

Secretary Parks said he still would like an answer to his question regarding the hospital deficit. President Wood suggested that this matter could be more appropriately discussed at the time of the mid-year budget review.

Discussion of Group Practice Plan

Trustee Croce then proceeded to the next agenda item, a further discussion of the Group Practice Plan. Two important trends in the functioning of the plan have surfaced, he said. First, the original plan to return overages from earnings of the clinical departments to the Dean for redistribution rather than to the department heads has tended to discourage activity in the departments with high incomes. Chancellor Bulger had expressed his belief that this policy was self-defeating and suggested returning the major portion of the overages to the departments

for redistribution by them. Second, Trustee Croce continued, the policy of allowing associate membership in the Group Practice Plan to physicians who do more than half their clinical work outside the Teaching Hospital has resulted in some inequities. There has been discussion of possible changes in the structure of the Group Practice Plan, with the understanding that any changes must comply with the statute that established the Group Practice Trust Fund. Discussion of these issues will continue at future meetings of the Committee on Health Affairs. This concluded Trustee Croce's report.

Report of the Committee on Student Affairs

Report on MassPIRG (Doc. T77-044)

Acting Chairman Gordon next called for the report of the Committee on Student Affairs. Trustee Shaler reported that the Committee had first considered the Report on MassPIRG (Doc. T77-044), an organization that had been authorized on the campus by a Trustee vote in 1972. The report and discussion revolved around the following four questions, he said:

1. Are the activities of MassPIRG qualitatively or quantitatively different from those originally anticipated?

2. Is MassPIRG providing an educational experience which can continue to be considered incidental to the educational purpose of the University?

3. Have any new legal issues arisen since the 1972 vote?

4. Is the fee collecting mechanism still appropriate?

Trustee Shaler said that after having read the backup material and having discussed the matter thoroughly, the committee had unanimously voted to recommend MassPIRG's continuance on campus. A motion was made and seconded.

Trustee Spiller said he still had grave concerns with regard to this organization being sponsored on campus. He asked that Counsel pursue further the legal ramifications of MassPIRG continuing on the campuses because he felt there was potential liability for the Trustees due to the way in which MassPIRG operates. He said he would not be concerned if it was involved in research only, and not in advocacy. He said he was unalterably opposed to a negative checkoff system, and especially when it was used to fund the operation of an organization involved in advocacy. Trustee Carlson said he also shared Trustee Spiller's concerns.

There being no further discussion, it was then

VOTED: To reaffirm the Board votes of May 26, 1972, and May 2, 1973 pertaining, respectively, to the Western Massachusetts Public Interest Research Group (WMPIRG)

and the Massachusetts Public Interest Research Group East (MassPIRG East), which organizations are now merged and known as the Massachusetts Public Interest Research Group (MassPIRG); further, to authorize the Amherst and Boston campuses to continue voluntary student fees of $2.00 per semester on the basis of a negative check-off procedure as heretofore used; provided, that if any semester less than fifty percent of the students at either campus elect to make such payments, such authorization will cease for that campus, and provided further, that MassPIRG shall reimburse the Commonwealth for any expenses incurred by the University in collecting such payments.

Trustees Carlson and Spiller voted in opposition to the motion.

Status Report on Tuition Waiver Policy and Recommended Amendments (Doc. T77-038)

The next item of agenda, said Trustee Shaler, was a Status Report on Tuition Waiver Policy and Recommended Amendments (Doc. T77-038). The Tuition Waiver Policies (Doc. T75-075B) adopted by the Board of Trustees in 1975, he said, had tightened the criteria under which discretionary waivers could be given and as a result there had been a 25 percent reduction in the dollar amount of waivers granted. Discussion ensued, he said, on the effect the new policy had on certain programs, especially dormitory counseling, and the Chair had asked for continuing review of this matter. Trustee Shaler said it was now necessary to amend the current policy. One amendment was necessary to change the waiver policy for foreign students to comply with a law enacted subsequent to the adoption of the policy, and another to correct an inequity. He said the Committee unanimously recommended these amendments. Trustee Burack asked if there was a limit to the amount of waivers that could be given. Mr. Lynton replied that there was a limit on the number of students receiving waivers, but not on the amount waived. On motion made and seconded, it was

VOTED: That Section 2.2(b) of Trustee Document T75-075B, Tuition Waiver Policies, be and hereby is amended to read,

"2.2(b) a minimum of one-half of the campus' full TA stipend."

VOTED: That Section 3.2 of Trustee Document T75-075B, Tuition Waiver Policies, be and hereby is amended to read,

"3.2 Foreign Students. A tuition waiver for foreign students is an appropriate method of encouraging and enabling foreign students to

attend the University in order to encourage cross-cultural academic interchange. These tuition waivers are to be awarded on the basis of financial need and are authorized up to a maximum of ten percent of the total number of foreign graduate students attending the granting campus."

Status Reports on Student Affairs by Campuses

Trustee Shaler said the Committee had next discussed the current status of student affairs on the three campuses. For the first time, he said, the Committee had heard a report on Student Affairs at UM/Worcester. As a result of the report by the Accreditation Committee, which had found some deficiencies in this area, Joel D. Feinblatt has been appointed Associate Dean for Student Affairs. This newly established office, he said, is presently devoting its time to personal and vocational counseling.

Acting Vice Chancellor for Student Affairs at UM/Amherst, Robert Woodbury, had reported that there were two critical areas at Amherst--persistent management problems such as the cost and financing of residence halls, and "speculative" problems such as the projected job market for graduates. The oral report of the UM/Boston campus, he said, was brief, as that campus is preparing a full report on support services, expected early in December.

Report of Committee on Faculty and Educational Policy

UM/Amherst--Transfer of Leisure Studies and Services (Doc. T77-046)

Trustee Gordon then asked Trustee Troy to report for the Committee on Faculty and Educational Policy. Trustee Troy said that the Committee had met earlier that day and their first item of agenda was the Transfer of Leisure Studies and Services to the Department of Landscape Architecture and Regional Planning--UM/Amherst (Doc. T77-046). Since the basic interests of the faculty in the Department of Leisure Studies are closely related to those in Park Administration within the Department of Landscape Architecture and Regional Planning in the College of Food and Natural Resources, and since a new program which will be called Leisure Studies and Resources is being planned, it had been recommended that the present Department of Leisure Studies and Services be transferred from the School of Physical Education to the College of Food and Natural Resources, and that when the new program is initiated, the other two majors be discontinued. There was no opposition to this recommendation and on motion made and seconded, it was

VOTED: To approve the transfer of the Department of Leisure Studies and Services from the School of Physical Education to the Department of Landscape Architecture and Regional Planning in the College of Food and Natural Resources, as contained in Trustee Document T77-046.

Trustee Troy said the Committee next discussed the proposed Appointment of Dr. Mario D. Fantini as Dean of the School

UM/Amherst--Appointment of Mario D. Fantini as Dean of the School of Education and Professor of Education with Tenure (Doc. T77-047)

of Education and Professor of Education with Tenure--UM/Amherst (Doc. T77-047). He said that this was a very important and distinguished appointment. He said that since Chancellor Bromery had spoken of Dr. Fantini's qualifications earlier, he would not enumerate them, but would simply read the Committee's recommendation. On motion made and seconded, it was

VOTED: To concur in the appointment of Dr. Mario D. Fantini by the President as Professor of Education with tenure at the University of Massachusetts at Amherst as set forth in Doc. T77-047.

and further

VOTED: To concur with the President in the appointment by the Chancellor of Dr. Mario D. Fantini as Dean of the School of Education at the University of Massachusetts at Amherst as set forth in Doc. T77-047.

Trustee Gordon then recognized Chancellor Bromery who introduced Dean Fantini.

UM/Worcester--Appointment of Dr. Israel Abroms as Associate Professor of Pediatrics with Tenure (Doc. T77-049)

The next item of agenda, said Trustee Troy, was the proposed Appointment of Dr. Israel Abroms as Associate Professor of Pediatrics with Tenure--UM/Worcester (Doc. T77-049). He said that he had seldom heard more enthusiastic recommendations than those for Dr. Abroms. Chancellor Bulger added that the Medical Center was very proud to have obtained Dr. Abroms' services. On motion made and seconded, it was

VOTED: To concur in the appointment of Dr. Israel Abroms by the President as Associate Professor of Pediatrics with tenure at the University of Massachusetts at Worcester as set forth in Doc. T77-049.

Trustee Troy said the last item of agenda for the Committee was the discussion of a personnel matter at the Harbor Campus, which took place during an executive session, and after which the meeting was adjourned.

Report of Delegate to BHE

Trustee Gordon then asked Trustee Troy to report in his capacity as delegate to the Board of Higher Education. Trustee Troy reported that the BHE met on Friday, November 19, at Bentley College in Waltham. Reports of the various committees of the Board were heard and accepted. Much of the discussion focused on the crisis situation faced by the Board because of the problems in getting adequate staff. The person who was to fill the principal budget and finance position on the staff in early November withdrew and the position is still unfilled. This means that the Board will be able to perform only a perfunctory review of

the segmental budgets. The Board also faced the problem of finding a new home, he said, and he has learned subsequent to the meeting that it will follow the Board of Education to Park Square. Following a meeting with the Governor, the Board asked Chancellor Keith to prepare an outline of its most essential functions, to rank the priorities of its other duties and responsibilities, and to prepare a strategy for improving its budgetary support.

UM/Boston--Status of Gymnasium

Trustee Spiller asked if there was any further activity with regard to the construction of the gymnasium at UM/Boston. President Wood replied that pursuant to the motion made by Trustee Clark and passed at the last Board meeting, he had written to Mr. Walter Poitrast, Director of the BBC, on the advice of counsel and requested a reply by December 1. If administrative action is not forthcoming, he said, the University would move to take legal action.

There being no further business, the meeting was adjourned at 4:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

February 2, 1977; 2:00 p.m.
Chancellor's Conference Room
Administration Building
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Carlson, Clark, Crain, Cronin, Dennis, Eddy, Fielding, Marks, McNeil, McNulty, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy; Mr. Callahan representing Trustee Anrig; Mr. Colby representing Trustee Winthrop; Mrs. Kaplan representing Trustee Okin; Mr. Parks representing Trustee Dukakis; Secretary Hardy; Treasurer Johnson; Mr. Miller, recorder

Trustees Absent: Trustees Conti and Gordon

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director and Assistant Vice President; Mr. Searson, Counsel to the University

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Professor Susan Smith, Faculty Representative

Guests: Mr. Arthur Menard and Mr. Martin Skoler, Labor Counsel

UM/Boston--Gymnasium

Chairman Healey called the meeting to order at 2:05 p.m. He asked the indulgence of the Board to act on Chairman's privilege in order to deal with the issue of the gymnasium at UM/Boston and the letter from the Governor asking that the Board reconsider its "insistence that the state go forward with construction of all parts" of the building. Chairman Healey said he had received a letter on this matter from Trustee Spiller. As Trustee Spiller had to leave the meeting early, the Chairman asked him to speak first. Trustee Spiller said his letter reflected his concern that the Board was being asked to reconsider long-standing commitments to the Harbor campus and the neighboring communities. He said he felt it would be very unfair to "backwater" on a proposal that had been so thoroughly studied and discussed. Also, any further delays in going ahead with construction

in order to redesign the building would bankrupt the project and in the long run probably be more costly. He said that the essence of his letter was that it would be unfair and impractical to reconsider and further delay the project. Noting that he had always been a "hatchet man" when it came to budgetary matters, Trustee Spiller nevertheless asked the Chairman to cast his vote at the proper time to reflect his position of support for proceeding with the gymnasium project.

Approval of Minutes of Previous Meeting

Chairman Healey thanked Trustee Spiller and turned to the matter of approval of the minutes of the previous meeting. There being no omissions or errors it was moved and seconded, and

VOTED: To approve the minutes of the December 1, 1976 meeting.

Chairman Healey then returned to the matter of the gymnasium, noting that there had been no committee consideration of the issue prior to the meeting and that he had put it on the Chairman's agenda for the Board meeting upon receipt of the Governor's letter of last Thursday. He then opened the matter for discussion. Secretary Parks said the Governor could not attend the meeting and had asked him to open discussion of the issue of reconsideration. He said the simplest way to do this was to make a motion and he .

MOVED: That the Board of Trustees reconsider its prior vote on approval of the gymnasium on the Harbor Campus.

President Wood said that he would have to have the advice of counsel before the Board voted on the motion. He said the material distributed to the Trustees at the meeting outlined the situation the Board was in at the time the Governor's letter had been received. The proposed gymnasium had been designed and redesigned and had been the subject of a series of exhaustive reviews and re-reviews. Money to construct the building had been appropriated by the 1974 session of the General Court. Despite all of this, the University had been unable to secure action from the Bureau of Building Construction in calling for bids for the construction contract. At the November 3, 1976 meeting the Board had voted unanimously to direct the President to use all administrative and legal means necessary to proceed with construction of the gymnasium. Pursuant to this motion, President Wood said he had directed the General Counsel of the University to file suit against the BBC in order to secure release of the drawings for bid. The suit had been filed, the Attorney General had filed a motion of dismissal and a hearing was to be held within two weeks. Because of this, President Wood said Counsel should be asked if the Secretary's request for reconsideration would, in his judgment, have any substantial effect on the law suit. Secretary Parks asked the Chairman if the possible effect the question might

have on a law suit was not secondary to the legality of the question itself. Chairman Healey said he would be willing to listen to Counsel's opinion on the matter. He asked if there was a legal question involved. Counsel Searson said that in his opinion it was legally proper for the Board to deal with a motion for reconsideration. He said the impact of the motion on the law suit was an entirely different matter.

Mrs. Robinson, citing the five motions passed by the Board in the preceeding three years and the November motion directing the President to act, asked Secretary Parks which motion he wished to be reconsidered. Secretary Parks said that the only motion he wanted to be considered was that motion that had an impact on making the decision to go forward with the building of the gymnasium. Chairman Healey cautioned that the Board could get mired in technical issues for the duration of the meeting. He said he thought that the Trustees knew what was involved in the Governor's request for reconsideration and that the lines were reasonably clearly drawn. For this reason he accepted the Secretary's motion to reconsider the November 3, 1976 vote of the Board. If clarifications or additions were needed he would accept them in due time. He stressed that a policy decision had to be made and if, as had been stated, inflation was adding some $65,000 per month to the cost of the building, it was time to act. He called for discussion on the matter.

Trustee Carlson said the issue was a difficult one, chiefly because of the timing. He said that the Governor's arguments were persuasive. The present state of the economy of the Commonwealth had to be considered by the Trustees, and the Governor was operating well within his administrative province to suggest reconsideration. On the other hand, he found the argument based on the years-old commitment to the campus and the community a very powerful one. However, he said, the most compelling argument for proceeding with the construction of the building was a very simple one--unless the Board were willing to decide as a matter of policy that it would never in the foreseeable future proceed with the building, then the longer construction is delayed, the more it is going to cost. As Trustee Spiller had pointed out in his letter, he said, to redesign the building could result in a delay of a year. In that time cost escalations could result in a total outlay by the Commonwealth for a reduced building that would equal the outlay for the building as presently planned. He urged the Trustees to focus on the practical point that if the gymnasium was to be built, nothing will be gained by further delays. He said the Trustees should try in all possible ways to proceed with construction of the building. Trustee Rowland pointed out that if funds for the building had been forthcoming when they were authorized, money would have been saved.

Trustee Robertson said he found himself on the horns of a dilemma. The University was being forced to operate under in-

creasingly stringent fiscal constraints, constraints which in his opinion had already damaged the University. As a Trustee, working in such an atmosphere, he felt he had to concentrate on what he considered to be the most important things for the University--quality education and the need to maintain established programs of value. He said he did not understand the need for the gymnasium in this context and would like guidance as to its importance to what was basically a commuting, daytime, urban campus and to the community.

Trustee Clark said she understood the dilemma but she felt it was necessary to understand the purpose of capital outlay funds. Such funds were appropriated at a specific time and for a specific project. The funds were not subject to transfer from one project to another and an incoming administraiton could not cancel or impound an appropriation passed under a preceding ad-ministration.

As to the importance of the gymnasium to the community, Trustee Clark continued, offering the option of using either the Devine Rink at Neponset Circle or the Murphy Rink in South Boston, as the Governor had suggested in his letter, was unrealistic; the former was unsafe and sinking, the latter was totally inadequate. Also, the Commissioner of the Metropolitan District Commission had said that the youngsters could use the rinks between 9:30 a.m. and 1:00 p.m., at which time most of them were either working or attending classes. As for young people in the Savin Hill area, they have to go as far afield as Quincy or Hingham in order to find ice time. She said residents of the community were 100 per-cent in favor of the gymnasium and to redesign the building yet again, this time eliminating the skating rink, would destroy its worth. While understanding the need for fiscal restraint, she continued, she did not think any of the arguments of the Governor and the Secretary "held water."

Trustee Shearer said she wanted to talk particularly about the community at Columbia Point. Over the weekend she talked to many people about this. The community had been isolated twenty years ago and was even more isolated today. The further isolation was partly due to changing physical circumstances and partly due to social pressures such as busing. The members of the community have very limited incomes and no resources. To all intents and purposes, she said, they have been forgotten by most city and state service organizations. Many of them know about the proposed gymnasium, although they had not been involved in the planning and design. They just know there is going to be a gym with a skating rink. She recalled when some of the children in the community had received ice skates one Christmas and had no place to skate until a hallway window was accidentally broken. The rain and snow that accumulated froze and the children skated in the hall. The alternatives suggested by the M.D.C., she con-tinued, were totally unrealistic. To tell young people at the

Point they had the option of going to South Boston to skate was ludicrous. For track practice, maybe. Skating? No. Trustee Shearer rejected Neponset Circle as an alternative for skating because the cost of transportation would make it prohibitive. The people of the community looked to the new gym as a resource for them, and she saw it as a way to bring them out of their environment, to become acquainted with what could be out there for them. Trustee Shearer said she could not say to them now, "Don't even dream about playing hockey, ice skate in the halls," and therefore she could not support reconsideration of the Board's prior action.

Trustee McNeil said that she was concerned with the effects of the costs of maintenance of the gymnasium on the quality of education at UM/Boston in view of the fiscal restraints imposed on the University. Mrs. Robinson said the estimates of maintenance costs had been very carefully drawn up by Chancellor Golino's office and were realistic. The gymnasium was the first building at UM/Boston to have been designed with energy conservation as a design factor. Further, the campus staff was very sophisticated in terms of energy conservation. For these reasons, she said, the figure given for the cost of utilities was valid for an extended period. Also, some of the staffing for the new facility would not entail additional expenditures; for example, hockey staffing would be needed whether the program was held in the new gym or in neighboring rinks. The estimates include evening and weekend operation of the facility. She noted that staying within the estimates assumed careful husbanding of resources.

Chancellor Golino said that an even more basic question than maintenance costs had been raised by Trustee Robertson--the need for a gymnasium on a campus which served commuter students. As a graduate of a commuter campus, he said, he felt students at such campuses needed facilities of this kind even more than did students at a more traditional campus. Many of the students at urban campuses come from backgrounds and neighborhoods where amenities such as swimming pools and skating rinks are not available. The younger students work either part or full time, as do the older students who have additional responsibilities. The opportunities for them to take part in physical recreation is very limited in the neighborhoods from which they come. Thus it is important that the urban campus offer not only the needed intellectual stimulus but also some of the things of which the students have been deprived, and physical exercise is a necessary part of daily activity and of education.

As to relations with the neighboring communities, Chancellor Golino continued, the one thing that the Trustees and President had stressed when the Harbor Campus first opened was that the University must be a constructive force in the community. To this end, UM/Boston offered a variety of educational opportunities--

regular courses, mini-courses and special courses and activities. However, 60 percent of the Columbia Point population is under 18 years of age and the University does not have the facilities to provide them with anything other than classroom activities. He noted that the suggestions that facilities were available elsewhere had been fully answered by Trustees Clark and Shearer. He said he understood the State's economic position, but to withdraw a long held commitment to the campus and to the community, especially since the financial savings stemming from the withdrawal were either insubstantial or non-existent, would be self-defeating and extremely demoralizing.

Secretary Parks said that he knew the consequences of the busing controversy that Trustee Clark had mentioned as well as anyone. He said he understood the need for physical education facilities and applauded UM/Boston's continuing efforts to have a working relationship with the neighboring community. However, neither of these was the issue. The issue was the availability of reasonable alternatives that could accommodate the ongoing activities of the University. He said he supported the building of the gymnasium but questioned the need for a swimming pool and a skating rink. The Metropolitan District Commission had recently let several contracts to convert the Devine Rink at Neponset into a major sports facility and construction would start in the spring. In his talks with the Governor and the Commissioner of the M.D.C., he said, commitments had been made to make any necessary arrangements in order to guarantee that acceptable facilities could be made available at the times necessary to accommodate whatever programs the University has that require the use of a hockey rink. He said the government was not trying to destroy the ability of the University to relate to the community. He recalled his efforts to have the campus established at Columbia Point and his continuing insistence that the University maintain an open face toward the community and provide services to it. His arguments, sometimes misinterpreted as threats, that institutions should be combined had been made in order to ensure that UM/Boston would be a major urban institution and the best example of such an institution in the country. He said that the Commonwealth had invested a great deal of money in the nearby facilities and that these should be shared. There should be a balance between the State's fiscal situation and the needs of the community and the institution. For these reasons, he concluded, he had proposed and continued to propose that the Trustees move forward with the gymnasium but not with the swimming pool and the skating rink.

Trustee Clark said that if the M.D.C.'s proposed major sports complex included the Hockey Forum, the Trustees should be aware that plans to renovate the Forum had been discussed for seven years and had yet to get off the ground. Also, she pointed out, the relationship between the University and the community was a two way street. It was not a case of the University always

giving and the community always taking. The University needed the cooperation of the community in many areas and this cooperation had been forthcoming. The relationship had worked and worked well because all worked together. The community is one hundred percent behind the University on the gym as it is with the Kennedy Library. On the subject of the Devine Rink, she said the hours the rink would be available to the University, 9:30 a.m. to 1:00 p.m., made little sense as the students were either attending class or working at that time. If other times were allotted, conflicts would arise with young people in Neponset and Savin Hill who already have to struggle to get ice time. To add yet more claimants was an incomprehensible suggestion.

President Wood, speaking to the points that had been made, said that the record of the last seven years showed that the University worked, where and when possible, in cooperation and coordination with any other institution or group. This willingness to cooperate included an educational contract with Northeastern University, working with the Peninsula Group in terms of the development of Columbia Point, and efforts to have common activities with Community and State Colleges. Whenever an opportunity to cooperate with a sister agency had presented itself, the University had taken it. However, he continued, cooperation will not necessarily work when it involves a commuter campus and nearby and not-so-nearby facilities. One of the University's responsibilities was to schedule an appropriate mix of education and recreation when the students were on campus. He said experience in the Five College Program at Amherst had shown that it was necessary to schedule four hours for a given cooperative class because of the travel time involved. President Wood said he was convinced that the M.D.C. Commissioner would cooperate in every way possible, but the proposed alternative would not allow the University to meet its responsibilities to its students or the community.

Another point to be considered, President Wood continued, was the effect of the cost of the proposed gymnasium on the State's fiscal condition. If one were to review all capital outlay budgets for FY 1972 through FY 1974 in order to ease the State's fiscal crisis by eliminating certain proposals, he suggested that "a full baker's dozen" of more likely candidates than the UM/Boston gymnasium would be found. The more likely candidates would be those projects less developed, less carefully examined by experts and Boards of Trustees and Committees. He said that he regarded the singling out of the gym as not seriously responding to, or changing or altering in any significant way, the State's general fiscal condition.

Trustee Cronin said he agreed with the President. He said he was reminded of the last Board meeting when the Arts and Science Building was discussed and proposals were made to parcel out people, some to go to the Massachusetts College of Art, others to go to other facilities. He said such proposals did not address

the issue of fostering a university spirit. He added that the University of Massachusetts is the only major state university that does not have a hockey rink on any campus. A university had to have facilities other than just classrooms if it was to avoid being labelled a high school.

Trustee Marks asked Secretary Parks if he was proposing the permanent elimination of the rink and pool or just their delayed installation. Secretary Parks replied that a staged process of construction was a reasonable proposal in view of the State's fiscal situation. He said there were a number of reasons why the administration was proposing that only the gym part of the building be built at this time: the costs of floating a bond issue; the possibility of future development of the building; his understanding that the gym was not to be used for extramural competitive activities; and the already mentioned alternative facilities. He said the last item would require a program and suggested that the Trustees examine such a program.

Mrs. Robinson said that it had been suggested earlier that UM/Boston should be a major urban institution and that it might be helpful to the Trustees to know the dimensions of such institutions. The Planning Office had made a survey of ten urban institutions, including Wisconsin at Madison, the Chicago Circle Campus, Temple and Wayne State, and other institutions in the Northeast. All institutions surveyed had swimming pools and all were the same size or larger than that proposed for UM/Boston, which just meets New Jersey high school standards and is only half the "Olympic size" mentioned in the Governor's letter. She said the space which would be devoted to physical education if the gym were built as planned, and if the existing squash courts were included, would average 12 to 13 square feet per student. At all SUNY four year colleges the average is 21 square feet per student. The planned gym would give the campus one-half as much physical education space as that at M.I.T. (4,000 undergraduates), one-third as much as UM/Amherst and much less than one-half as much as Salem State (5,000 students). As indicated in the Planning Office memo to the Trustees, current architectural plans included the option of postponing installation of the swimming pool. Thus, when bids are received, costs of the gym with and without a pool will be known. This is one approach to a staged process, but to have a staged process for the rink would be a very costly exercise. New drawings would have to be made. The air handling system for the entire building would have to be relocated, affecting five different sets of drawings, necessitating additional piles and requiring construction of new housing for the system at a cost of at least $115,000 more. If the rink is delayed, resultant cost escalations would amount to a further $135,000 to $185,000. If the Secretary was serious about a staged process and would want to reattach the rink later, the ultimate cost of the project would be much greater. It was difficult, she said, to understand why it would be easier to

fund $5 million three years from now than $2 million now. Mrs. Robinson said that previous delays in proceeding with construction of the gym were unfortunate in terms of the State's fiscal situation, but equally unfortunate was the timing of the proposed reconsideration of the planned building. If proposals to delay construction of the hockey rink had been made two years ago or even a year and a half ago, designing the facility differently would have been a straightforward matter, but that was not done and now completed plans are available and with each month of delay in construction it is costing $65,000 more.

In response to Secretary Parks' question, Mrs. Robinson said the plans for a regulation size swimming pool merely anticipated the possibility of competitive swimming. Secretary Parks said he and the Governor had been told very clearly that there would not be competitive sports at UM/Boston. Also, he said the cost of redesigning could not realistically be compared with the cost savings of eliminating certain portions.

Trustee Morgenthau said she would like the answers to three questions. What is the use of the present facilities at UM/Boston, at all hours, by both students and members of the community? What is the projected use over the next five to ten years, based on projections of the community's structure and needs over the same time period? Finally, a question for Secretary Parks, what other projects in the capital outlay program are targets of the Governor's proposals for reconsideration?

Chancellor Golino said the facilities were very heavily used. He had been told that staff, faculty, students and the community were continually being refused access to the facilities because of lack of space. Squash courts must be reserved weeks in advance; the students' basketball club had trouble getting practice time; and the pool is so small, with a maximum capacity for twenty people, that it is a constant source of general dissatisfaction because so many people are not allowed to use it, particularly in the summer months. The facilities are in use all during the day and, especially because of the extended day program, the evening. The facilities are open and they are used.

In speaking of the projected structure of the community, President Wood said, the University made a commitment in 1970 that no one would be moved from the peninsula who didn't want to move. All planning and other activities were predicated on this commitment. He said that the possibility of additional housing was being studied and could result in an increase in the residential population of approximately 1,000 to 2,000. Trustee Clark said that the structure of the surrounding community was very solid. The population was not going to diminish in size and the houses were not going to fall down. Families are now second and third generation in the area and they will remain through the fourth and fifth generation.

In answer to Trustee Morgenthau's third question, Secretary Parks said just about every building proposal in the capital outlay program was being questioned. The Governor had vetoed a capital outlay proposal for a dormitory at Fitchburg State College. Things were tightening up and no proposal in any institution of higher education, including those for which appropriations had been made, was being given a green light. Trustee Troy, saying that the cost of the gym as designed would be about $9.5 million, asked the Secretary for a rough estimate of the savings to be realized by eliminating the pool and the rink. Secretary Parks said he had heard figures ranging from $3 to $4 million. He did not know if these were low or high. Chancellor Golino said the savings would be about $2 million, not including the expenses incurred in making the suggested change. Trustee Troy said he did not believe the amount of savings to be significant enough to justify modification of the design, particularly in view of the needs of the students and the community and the relationship of the University and the community. Secretary Parks said the administration had to deal with the total capital outlay and every saving was meaningful.

Trustee Crain asked when the energy saving features in the design had been incorporated and when the latest cost estimates had been made. Mr. Meehan said the energy saving features had been designed about two years ago when the campus had embarked on a program to cut all utility costs. The program reduced the electric bill very substantially. Mrs. Robinson said the cost estimates had been updated last January with the intent to go to bid in the summer. Trustee Crain said he found himself having to deal with a very controversial issue somewhat prematurely as a new member of the Board, and that he was particularly sensitive to the State's financial situation, the difficulties facing the State in any bond funding attempts, and the Governor's point of view. In doing his "homework" he had stopped at Neponset and had visited the present UM/Boston pool and gym. He said he was not persuaded that it is practical to assume people can be transported feasibly back and forth to Neponset. As a graduate of a largely commuter campus and being convinced that education should be twofold--both the mind and the body need to be developed--he said there was a need for the proposed gymnasium. However, based on recent experience he felt the Trustees would be shocked when the actual, hard cost figures are known. He said he could accept a decision to build the suggested facility, with full knowledge that this might lead to even harder decisions in the future. A commitment to any kind of physical education facility at this time unquestionably meant less support for more academically oriented requirements in the future. With knowledge of the implications involved, he said he was inclined to support the facility.

Trustee Marks said he was having difficulties with the issue. The Trustees are being asked, he said, to reconsider a

prior action of the Board based on the Governor's fully understandable request to do so. However, he felt a chilling factor had been introduced at the meeting. The chilling factor was that the Trustees had to deal not only with reconsideration of prior action but also with the very real possibility that additional buildings that have been through the capital outlay process at the Board level were in danger of being cancelled. It would be one thing to deal with the matter of the gymnasium and the postponement of a portion of it, which one could believe would be added later. However, if the Board is dealing with the gym in the context that all buildings are up for reconsideration, that is quite another matter and this he considered a "chilling consequence" within which to re-examine the issue of modifying the original proposal.

President Wood said that Trustee Spiller had reported on the capital outlay program at the last meeting and Secretary Parks had commented on some of his priorities at that time. The gymnasium had been seen as apart from, and ahead in a time sequence of, the overall capital outlay program. Trustee Burack pointed out that there was a difference, as funds had been appropriated for the gym. Prior to the meeting, she had been committed to the idea of being able to postpone the rink, but she did not know that there were designs in hand for a gym with or without a pool, and that an alternative to the rink would be a very costly proposition. While feeling very strongly that there is need for a gym and a pool, she said she could have been persuaded to delay the rink and she was troubled that the rink was tied in with the heating system.

Secretary Parks said the whole issue facing the government was the need of going to the bond market and the costs this entailed. The State had only a limited number of dollars and there were numerous proposals to be considered. All building proposals were being re-examined but the administration was not doing this happily. The University was not being accused of being irresponsible in designing a reasonable facility for the students and the community. The University was being told that maybe the State could not afford the designed building at this time.

Trustee Fielding said he felt badly about coming to a Trustee meeting and seeing one branch of the State government suing another. Without assigning right to either side he said he was appalled at this, as it represented a breakdown of the worst kind. He noted that he was at the meeting as a Trustee and as head of a fairly large human services agency. He felt that some of his experiences in the latter role probably were relevant to the discussion of fiscal restraints. His agency's budget for FY 1978 would be increased by about 3.5 to 4 percent despite the fact costs would increase much more. Programs that his department was anxious to expand or begin included better facilities for alcoholics and services for multihandicapped children. He said he

did not cite these programs to engender sympathy but as a means of making the point that the Trustees should not look at dollars and say that because they are part of capital outlay they are not related to the operational funds of either the State or the University. He said that it was a mistake not to look at the University's needs in the larger context of other needs.

Another issue, he continued, was the kind of facility that was being discussed. The real need was for a facility that produced the greatest opportunity for a lifelong exercise program, not one which was designed for the few years of competitive sprint of energy. To have a hockey rink was of less value, in some overall sense, than a skating rink, and a jogging track was even better. In summary, he said, his concerns were those of where dollars should be invested and the need to maximize the use of the proposed facility so that it would not be directed only to younger people.

Trustee Shearer said that the original discussions about the use of the facility had been centered on the needs of families and not just younger people. Also, it was important to note that the communities around the peninsula did not have the facilities that are available elsewhere. She said that part of her job at the Office for Children was to try to suggest to people things their children could do, as well as activities for the family. One overriding consideration was for activities that did not cost much money; at times even carfare could be prohibitive. For this reason, and many others, the gym had always been seen as a resource for the family. When the community was first approached on the subject of what shared facilities should be developed, the gym was always the first to be suggested. Trustee Shearer said she had a carton full of plans, counterplans, overlays and underlays dating from years back, all concerned with a building she had yet to see.

Chairman Healey said that Trustee Shearer was absolutely correct in what she said about the original plans for the gym. If the Board, as then constituted, had one principle it was that residents of the community would not be on the wrong side of a chain link fence surrounding the gymnasium. He said the basic problem now facing the Board was one of timing. Trustee Rowland had been right to point out that if the gym had been built when it should have been built, the meeting would not still be discussing what kind of facility was needed to achieve mens sana in corpore sano. That could be debated forever, as could the need for a jogging track. Simply put, the facility has not been laid out as a jogging track and time is running out. He said if there is any validity in the notion that American business is run on a cost benefit program, then the other side of the fiscal coin must also be considered. If one says in effect that cost savings result from not implementing a plan, then one must also say what is being jeopardized. In the light of the cost savings which might result, it would not be justifiable to go back to the stu-

dents and the community and say, "You are second class citizens again." Chairman Healey said he understood the Governor's program and the problems he was trying to cope with. In his opinion the Governor was one of the most fiscally responsible chief executives the State had seen in years and he did not like to make his job any tougher. However, the Board boasted members of the financial world like Trustee Spiller and others who have agonized over this issue. He said the issue is basically simple: if the Board did not act at this time, inevitably the Board would meet again a year hence and try once again to decide what to do about the gym.

The meeting then heard expressions of support for the gymnasium from Jerry DeChristofaro, UM/Boston Student and Red Cross Aquatics Instructor, and James O'Leary, Chairman of the Executive Committee of the UM/Boston Alumni.

Chairman Healey then moved the question on the motion:

MOVED: To reconsider the authorization and approval by the Board of Trustees of plans for the Physical Education Building (Building 120) on the UM/Boston Harbor Campus and the authorization of all necessary legal and administrative steps to expedite its construction.

For the motion: Trustees Burack, Colby, Dennis, Fielding, Kaplan and Parks.

Against the motion: Trustees Breyer, Carlson, Clark, Crain, Cronin, Healey, Marks, McNeil, McNulty, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy and Wood.

MOTION REJECTED.

Nominating Committee Report (Doc. T77-057)

Chairman Healey said that the next item of business would be the report of the Nominating Committee as Trustee Rowland, Chairman of the Committee, would have to leave shortly. Trustee Rowland said her colleagues on the Nominating Committee were Trustees Breyer, Dennis, Morgenthau and Spiller. Chairman Healey, President Wood and Secretary Hardy were also at the January 18, 1977 meeting. The Committee decided to continue the practice of two standing committee assignments to each Trustee. In making assignments the Committee had tried to place Trustees on committees which reflected their special interests and qualifications. Another consideration had been continuity of committee memberships. In addition to the proposed committee assignments, Trustee Rowland, on behalf of the Nominating Committee, nominated Joseph P. Healey as Chairman of the Board, Gladys Keith Hardy as Secretary, Dorothy Eichel as Assistant Secretary and Frederick S. Troy as Delegate to the Board of Higher Education. There being no discussion, it was moved and seconded, and

VOTED: To confirm and approve the following Officers of the Board of Trustees, together with Committee assignments, for the period February 1977 to the annual meeting in 1978, as follows:

Chairman	Joseph P. Healey
Secretary	Gladys Keith Hardy
Assistant Secretary	Dorothy Eichel

The delegate to the Board of Higher Education and the Committee assignments for 1977-78 are as contained in Document T77-057.

Trustee Rowland called for a round of applause for the Officers, which was forthcoming.

Report of Committee on Budget and Finance

Chairman Healey thanked the Trustees for their vote of confidence. Explaining that Trustee Carlson had to leave early, he then asked him to give the report of the Committee on Budget and Finance. Trustee Carlson said the committee had conducted an expeditious meeting, most items on the agenda being non-controversial. He said this condition would not obtain in the future. He then read the proposed votes and it was moved and seconded, and

VOTED: To accept the bequest of Paul W. Rhoades in the amount of $25,000 to establish the Paul Whitney Rhoades and Carolina Pree Rhoades Educational Trust as an Endowment Fund in accordance with the terms of the Last Will and Testament of Paul Whitney Rhoades, Doc. T77-054, and to delegate to the Chancellor/Amherst Campus the selection of the recipient(s) of the scholarship(s) established by said trust; provided, however, that the Trustees, in consultation with the Provost/Amherst Campus, shall designate the academic area(s) eligible under said trust and the department to participate in the nomination process in accordance therewith.

VOTED: To authorize Kenneth W. Johnson, Treasurer of the University of Massachusetts, to sell 146 shares of General Electric Company unregistered stock and to deposit the net proceeds from said sale in addition to the check for $26.62 in the Polymer Science General Electric Foundation Grant Fund, all as described in Doc. T77-055.

VOTED: To authorize Treasurer Kenneth W. Johnson to sell 5.443 shares of Massachusetts Investors Trust received as a stock dividend so that the proceeds may be added to the principal of MHR Wrestling Scholarship section of the Barber Endowment Fund/Amherst.

VOTED: To authorize Kenneth W. Johnson, Treasurer of the University of Massachusetts, to sell 1500 shares of Old Republic International common stock and to deposit the proceeds from said sale to the Spiegel Memorial Fund/Boston.

VOTED: To authorize Kenneth W. Johnson, Treasurer of the University of Massachusetts, to sell 200 shares of Beneficial Finance Corp. common stock and to deposit the proceeds from said sale to the Spiegel Memorial Fund/Boston.

VOTED: That there be and hereby is delegated to the Treasurer of the University, and as directed by the Treasurer, or in his absence, the Associate Treasurer and Assistant Treasurer for the time being in office the power and authority to invest and reinvest the surplus cash in trust funds of the University of Massachusetts in savings accounts, savings certificates, certificates of deposit, repurchase agreements, or Treasury notes and bills; to sell securities received by the University or in the name of the Trustees of the University when the value thereof does not exceed $20,000, depositing the proceeds thereof to the appropriate accounts; to open new accounts for University funds; to make deposits in and withdrawals from accounts in the name of the University of Massachusetts; and to sign or endorse in the name of the University of Massachusetts or the Board of Trustees of the University of Massachusetts such official documents and vouchers, including checks, drafts, letters of credit, certificates of deposit and withdrawal orders as require the signature of the financial officer of the University, provided that all checks, drafts, letters of credit, certificates of deposit and withdrawal orders in an amount of $10,000 or more shall require the signature of any two officers named herein.

UM/Worcester--Establishment of Amino Acid Analyzer Trust Fund and Usage Fee Schedule (Doc. T77-058)

Trustee Carlson then turned to the matter of the proposed Establishment of an Amino Acid Analyzer Trust Fund and Usage Fee Schedule--UM/Worcester (Doc. T77-058). Trustee Fielding said he had a general question about the fee schedule of trust funds. The proposed fee schedule provided for a very significant subsidy over cost by individuals not connected with the University, who would have to pay twice as much as members of the University staff. He asked if this was the posture the University should take on all trust funds. Chancellor Bulger said the University's goal in establishing trust funds was not to make it difficult for outsiders to use the facilities. The intention was to make it advantageous for both staff and non-staff to do so. The proposed fee schedule, which he understood to be consistent

with practice throughout the University, was not intended to be inhibitory to anyone. Trustee Fielding said he would find it difficult to support charging outsiders double the amount charged to staff at a time when efforts were being made to promote cooperative efforts. Mr. Janis said the fee schedule did not provide for a surplus; it would only enable the unit to be self-supporting. Obviously, there was a price reduction for those whose interests are research related but there was no attempt to soak the outsiders. He acknowledged that staff was deriving some benefit from the schedule.

Trustee Fielding said he was not concerned about possible benefit. His concern was that setting up a different incentive scale could lead to staff members doing something frivolous and paying nothing and a non-staff member would have to pay double the price. He said he did not question the trust fund per se; he did question the system of financial incentives. Trustee Carlson said he found it difficult to believe that frivolous use of the equipment would be tolerated given the high degree of the management capability of the Worcester campus and the financial problems it faced. Trustee Crain said that if the operation were to be truly self-supporting, it was imperative that data be available which indicated clearly that income did in fact equal costs. He said that the material he had read did not make it clear that the University trust funds were fully cost loaded; for example, there was no mention of overhead cost. Trustee Carlson said such costs were included but not specified. Also, all trust funds were reviewed annually by the Committee on Budget and Finance and any cost/fee discrepancies were rectified. There being no further discussion, it was moved and seconded, and

VOTED: To establish the University of Massachusetts/ Worcester Amino Acid Analyzer Trust Fund, which shall have as a purpose the maintenance of a testing program for the amino acid analyzer at the Medical Center.

The costs of this self-supporting program will be recovered from charges to sponsored reserach contracts and grants to University of Massachusetts personnel, as well as to other state agencies and nonprofit institutions.

Disbursements from said fund shall be on the authority of the Chancellor or his designee.

VOTED: That the following usage fees be and hereby are established for the Amino Acid Analyzer, Medical Center, said fees to be paid into the Amino Acid Analyzer Trust Fund for the maintenance and operation of the testing program outlined in Trustee Document T77-058:

UNIVERSITY OF MASSACHUSETTS

Usage Fee Schedule

I. Usage Fee of $50/analysis *) **)

Personnel of the University of Massachusetts Medical Center and affiliated hospitals

University of Massachusetts personnel

Commonwealth of Massachusetts institutions

II. Usage Fee of $100/analysis *) **)

Non-Profit institutions conducting biomedical research

III. Waiver of user fee:

By petition, primarily for University of Massachusetts Medical Center personnel lacking grants or other appropriate funds approved by the Chancellor or his designee

*) Analysis of biological fluids

**) Discount of 10% for series of more than 10 samples.
Discount of 20% for series of more than 20 samples.
(These discounts are justified by the reduction in the number of calibration runs required.)

Trustee Fielding said he had removed his objection but did ask that the issue be brought, as a general issue, to an appropriate committee for future Board consideration. Trustee Carlson said this request would be considered.

UM/Worcester--Establishment of Medical Education Trust Fund (Doc. T77-066)

Trustee Carlson then turned to the item Establishment of Medical Education Trust Fund--UM/Worcester (Doc. T77-066). He said the proposed fund was a means of enhancing the service of the faculty to the medical profession through self-sustaining continuing education programs. Trustee Fielding said he felt there was a general issue involved in this proposal. The issue deserved discussion before a committee and much more supporting material than was presently available. The material given to the Board did not indicate the costs or services involved. Trustee Carlson said this would be an appropriate matter for the Committee on Health Affairs. He said he was prepared to defer the vote if the Trustees so desired. Chairman Healey suggested that the Trust Fund could be approved with the understanding that the issues raised would be considered by the Committee on Health Affairs.

Chancellor Bulger said that the continuing education

program for physicians in the Commonwealth was part of the basic stated mission of the Medical School. To his knowledge this was unique; other medical schools had not stated this as part of their mission. In developing the program, he said, Board review of the operation would be welcome. President Wood said the full issue of continuing education and fee-assisted activities on all campuses should be reviewed, not just those of the professional services at Worcester. Trustee Crain stressed that any program designed to help professionals in the private sector should be fully cost loaded and self-sustaining. If this was not done it would drain resources from the students who were not professionals. President Wood agreed but said that the issue of where the beneficiary of those resources was located within the University was a "separable question."

Chairman Healey said these were broad policy questions affecting all portions of the University. He said it was important to start the Medical Education Trust Fund with the understanding that it would be subject to review, and deal with the broader issues later. There was no further discussion and it was moved and seconded, and

VOTED: To establish the University of Massachusetts/ Worcester Medical Education Trust Fund, which shall have as a purpose the providing of programs in professional continuing education to physicians and other allied health professionals. Programs for the lay person may be offered from time to time as they relate to continuing needs for medical education. These programs do not involve the award of University credit.

This self sustaining trust fund will fund direct administrative services such as personnel, equipment, supplies, program development costs, program coordination, printing of brochures and use of media as well as direct instructional costs. University of Massachusetts Medical School faculty will not receive additional compensation for teaching in the program.

The Chancellor of the Worcester campus is hereby delegated the authority to establish and modify from time to time at his discretion the fees and charges for said programs.

VOTED: To abolish the Continuing Education (3-52000, 0-19395) and the Oral Surgeons Conference (2-50020) Trust Funds and authorize the transfer of any balances remaining in said trust funds into the University of Massachusetts/Worcester Medical Education Trust Fund.

UM/Worcester--
Fund Transfers
(Doc. T77-061)

Trustee Carlson then turned to the final item, Fund

Transfers--UM/Worcester (Doc. T77-061). There being no discussion on the matter, it was moved and seconded, and

VOTED: To approve the fund transfers at the University of Massachusetts at Worcester as set forth in Trustee Document T77-061.

Chairman Healey said that the meeting had been so discombobulated that he had neglected to do that which he should have done first--to welcome to the Board the new Trustees. This omission he proceeded to correct by welcoming Trustee McNulty, a member of the Northampton City Council, Trustee Marks, President of Concept Industries, and Trustee Crain, Treasurer of the New England Telephone Company.

Report of Executive Committee

President Wood said he would forgo his comments, in view of the time, and asked the Chancellors to do the same. Chairman Healey then turned to the report of the Executive Committee.

Faculty and Staff Compensation (Doc. T77-069)

The first item of business was Faculty and Staff Compensation (Doc. T77-069). He said the proposed vote authorized the Executive Committee to convene and approve appropriate salary adjustments. The issue had received extensive discussion at the Executive Committee meeting, which had been attended by most of the members of the Board. After reading the motion, Chairman Healey commented that this was an attempt on the part of the Executive Committee to ensure that the Board would not be in a position of having committed an unfair labor practice in view of the pending faculty collective bargaining election. Mr. Sulzner said that speaking for and representing faculty, he was sure they were disappointed with the form of the vote. They did not question the intent of the Board, that intent having been clearly explained in December. At that time, he said, he thought the Board's intent was to have a meeting in January and that this meeting would act to provide monetary compensation in terms at least analogous to the contracts with the classified unions presently before the Board. He also expressed his hope that the statement made earlier in the Executive Committee was true; that following Board action on compensation, the money might be received by the constituency affected within a month or six weeks. Further, he said he wanted to be on the record as saying that he wouldn't be surprised if the faculty voted in a union. There being no further discussion, it was moved and seconded, and

VOTED: To authorize the Executive Committee to convene at the call of the Chairman as soon as possible consistent with all pertinent laws in order to approve for non-union employees of the University, including faculty, professional staff and classified employees, such adjustments as are appropriate to all circumstances at that time.

Board
2/2/77

Approval of Collective Bargaining Agreements (Doc.s T77-062, T77-063, T77-064 and T77-068)

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The meeting had then turned to Approval of Collective Bargaining Agreements (Doc.s T77-062, T77-063, T77-064 and T77-068). In response to Trustee Crain's question, Mr. Skoler said the use of University property in conducting union business, as provided for in the agreements, was in consonance with the rules and regulations governing such matters issued by the Director of Personnel and Standardizations of the Commonwealth. There being no further discussion, it was moved and seconded, and

VOTED: To approve the Agreement Between Trustees of the University of Massachusetts at Amherst and American Federation of State, County and Municipal Employees, AFL-CIO, State Council 41, Local No. 1776 (Doc. T77-062); provided, however, that no wage increases as specified in said Agreement shall become effective until the Governor has approved said Agreement and has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

VOTED: To approve the Agreement Between the University of Massachusetts at Amherst and M.S.E.A. and U.M.E.A. Chapter of M.S.E.A. (Doc. T77-063); provided, however, that no wage increases as specified in said Agreement shall become effective until the Governor has approved said Agreement and has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

VOTED: To approve the Agreement Between the University of Massachusetts Medical Center, Worcester and the American Federation of State, County and Municipal Employees, AFL-CIO, State Council 41, Local No. 1776 (Doc. T77-064); provided, however, that no wage increases as specified in said Agreement shall become effective until the Governor has approved said Agreement and has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

VOTED: To approve the Agreement Between the University of Massachusetts at Boston and the Maintenance Trades Council of New England, AFL-CIO (Doc. T77-068); provided, however, that no wage increases as specified in said Agreement shall become effective until the Governor has approved said Agreement and has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

The next item was Amendments to the Trustee By-laws

concerning Executive Sessions and the Committee on Health Affairs. Chairman Healey said that the Executive Committee had accepted two changes offered by Secretary Parks to the proposed amendment on Executive Sessions and recommended that the amended amendment be approved. After agreeing to an editorial change suggested by Trustee Breyer, it was moved and seconded, and

Amendments to Trustee By-laws: Article II, Section 6, Executive Sessions; Article III, Section 12, Health Affairs Committee

VOTED: That the By-Laws of the Board of Trustees (Doc. T76-051A) be and hereby are amended by inserting after Section 5 of Article II the following new Section:

"SECTION 6. EXECUTIVE SESSIONS. By vote of a majority of the Trustees present at any meeting, the Board may enter into executive session, closed to the public. The vote shall be taken by roll call and the purpose of the session and the reasons why it is to be confidential shall be announced in advance of the vote. The presiding officer shall state before the executive session if the Board will reconvene after the executive session. The Board shall maintain accurate records of its executive sessions, setting forth the date, time, place, members present or absent and action taken at each executive session. The records of any executive session may remain secret as long as publication may defeat the lawful purposes of the executive session, but no longer. All votes taken in executive session shall be recorded votes and shall become a part of the record of said executive session. Upon request of any member of the Board, any vote taken in its executive session shall be verified by roll call.

Executive sessions may be held only for the following purposes:

(1) to discuss the reputation and character, physical condition or mental health as well as the professional competence of an individual;

(2) to consider the discipline or dismissal of, or to hear complaints or charges brought against an individual;

(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the university;

(4) to discuss the deployment of security personnel or devices;

(5) to consider allegations of criminal misconduct;

(6) to consider the purchase, exchange, lease or value of property or contracts if such discussions may have a detrimental effect on the negotiating position of the governmental body and a person, firm or corporation;

(7) to comply with the provisions of any general or specific law or federal grant-in-aid requirements;

(8) to consider the award of honorary degrees and other awards;

(9) to consider the hiring or promotion of personnel."

VOTED: That the By-Laws of the Board of Trustees (Doc. T76-051A) be and hereby are amended by striking out Section 12 in Article III and inserting in place thereof the following new Section:

"SECTION 12. THE COMMITTEE ON HEALTH AFFAIRS. The Committee on Health Affairs shall review, consider, and make recommendations relative to all University health affairs matters, including but not limited to academic and other programs, health care delivery systems, and cooperative arrangements with public and private agencies, institutions, and other entities."

In the matter of the proposed Act to Improve Statewide Oversight, Coordination and Planning for Higher Education, Chairman Healey said the Executive Committee recommended that the Chairman appoint five Trustees to an ad hoc committee. After considering the proposed act, it would report to the Board. The Trustees agreed to this.

UM/Worcester--Medical Center By-laws

In the matter of the Postponement of Review of Medical Center By-laws--UM/Worcester, it was moved and seconded, and

VOTED: That the vote of the Board on September 8, 1976, be and hereby is amended by striking the words "February 2, 1977" and inserting in place thereof the following: "the April, 1977 meeting of the Board."

Fair Information Practices Regulations (Doc. T77-059)

The meeting then turned to the item Fair Information Practices Regulations (Doc. T77-059). Counsel Searson said the

regulations, with the exception of a few minor amendments, were essentially the same as those approved by the Board in July, 1976 (Doc. T77-005). President Wood said a question of student evaluations of instructors vis-a-vis the regulations had been raised. This matter would be studied. There being no further discussion, it was moved and seconded, and

VOTED: To rescind the vote of the Board of Trustees on August 4, 1976, approving and adopting the University's Interim Privacy and Confidentiality Regulations (Doc. T77-005), and to approve and adopt in place thereof the University Fair Information Practices Regulations (Doc. T77-059); further, to direct the campuses and the President's Office to prepare and publish simplified guidelines for the implementation of the Regulations and for informing individuals of their rights and responsibilities under the Regulations.

UM/Worcester--Concurrence in Appointment of Vice Chancellor for Administration and Finance (Doc. T77-060)

The last item on the Executive Committee agenda was Concurrence in the Appointment of Vice Chancellor for Administration and Finance--UM/Worcester (Doc. T77-060). Chairman Healey asked for discussion of the item. Trustee Crain said that as a businessman, he questioned the salary offered and the seemingly nomadic background of the appointee. Chancellor Bulger said the salary was within the range approved by the Board for this position and was in line with salaries in the field. In evaluating the individual, his previous job history had been thoroughly examined and the UM/Worcester administration was satisfied. There being no further discussion, it was moved and seconded, and

VOTED: To concur along with the President in the appointment by the Chancellor of James R. Campbell as Vice Chancellor for Administration and Finance at the University of Massachusetts at Worcester, as set forth in Doc. T77-060.

VOTED: To approve the personnel action as set forth in Trustee Document T77-067.

Trustees Burack and Crain voted against both motions.

UM/Amherst--February 1977 Graduation Lists (Doc. T77-065)

Chairman Healey then recognized Trustee Troy who reported that the Committee on Faculty and Educational Policy had met to consider and approve the February 1977 Graduation Lists--UM/Amherst (Doc. T77-065). There were 1246 graduates, including 929 undergraduates and 317 graduates. Of the latter, 64 were Ph.D., 38 D.Ed., the rest Masters. There was no discussion and it was moved and seconded, and

VOTED: To approve and ratify the Graduation Lists of February 1, 1977, UM/Amherst, certified by the

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recorder of that campus and contained in Doc. T77-065.

There was no further business to come before the meeting and it adjourned at 4:20 p.m.

Dorothy Euchel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF BOARD OF TRUSTEES

March 2, 1977; 10:00 a.m.
Whitmore Administration Building and Memorial Hall
University of Massachusetts/Amherst

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Breyer, Burack, Carlson, Clark, Conti, Crain, Cronin, Dennis, Eddy, Gordon, Marks, McNeil, McNulty, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy; Mr. Callahan representing Trustee Anrig; Mrs. Bluestone representing Trustee Fielding; Secretary Parks representing Trustee Dukakis; Mr. Colby representing Trustee Winthrop; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Absent Trustee: Trustee Okin

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mrs. Hanson, Assistant Vice President and Budget Director; Mr. Searson, General Counsel to the University

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Professor Susan Smith, Faculty Representative; Dr. Catlin, Chairman, Department of Family Practice

Invited Guests: Former Trustee Robert M. Abrams and Mrs. Abrams; former Trustee Edmund J. Croce and Mrs. Croce; former Trustee Alan Shaler; Judy Baker, UM/Boston Student Trustee-elect

The meeting was called to order at 10:20 a.m. in the third floor Board Room, Whitmore Administration Building. Chairman Healey said that the meeting would immediately go into executive session to discuss collective bargaining, after which it would recess for the purpose of moving to Memorial Hall, where it would reconvene in open session. At 10:22 a.m. it was moved, seconded, and on roll call unanimously

VOTED: To enter executive session to discuss collective bargaining. — Executive Session

At 12:25 p.m. it was moved, seconded, and

VOTED: To end the executive session.

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On motion made and seconded, it was then

VOTED: To recess for the purpose of moving to Memorial Hall.

Approval of Minutes of Prior Meeting

The meeting of the Board of Trustees reconvened in Memorial Hall at 12:55 p.m. Chairman Healey asked first for approval of the minutes of the previous meeting and on motion made and seconded, it was

VOTED: To approve the minutes of the meeting of February 2, 1977.

Chairman Healey said that it was with mixed emotions that he welcomed former Trustees Abrams, Croce and Shaler to the meeting, for he was indeed sorry to be saying goodbye to three people who had contributed so much to the Board, the University, and the Commonwealth. He welcomed also Mrs. Abrams and Mrs. Croce.

Resolution of Thanks and Appreciation to Dr. Robert M. Abrams

Chairman Healey then called upon Trustee Gordon, who proposed the following resolution, which was unanimously adopted:

"When he was appointed to the Board of Trustees in March, 1970, Bob Abrams already had established a reputation as a man deeply committed to serving the community in a broad range of civic activities. That commitment carried over into his service as a Trustee, and the Board, the University, and students are richer for it.

"As a member of the Committee on Student Affairs for seven years, Dr. Abrams demonstrated a continuing concern for improving communication and understanding between students and Trustees. He believed that we had much to learn from students who sought active participation in the governance of their University, and he believed that if we took them seriously, the students in turn would come to a surer understanding of the responsibilities of the Board.

"As a physician, Dr. Abrams brought his professional training and judgment to bear creatively on the development of the Medical Center. He served with distinction as a member of the Visiting Committee for the new Chancellor/Dean. And he was a founding member of the new Trustee Committee on Health Affairs.

"For all this, and for his seven years of dedicated service to the Board and to the University, we are greatly in the debt of Bob Abrams."

Resolution of Thanks and Appreciation to Dr. Edmund J. Croce

Chairman Healey next called upon Trustee Troy, who proposed the following resolution, which was unanimously adopted:

"From his appointment to the Board of Trustees in December, 1962, Ed Croce involved himself actively in every aspect of the Board's broad range of concerns. He served with enthusiasm on Committees on Athletics, Student Activities, Government and University Relations, and Budget and Finance. As a physician, he brought his professional judgment and counsel to the Committees on Faculty and Educational Policy and on Buildings and Grounds. And most recently, his service as an at-large member of the Executive Committee has allowed us to take fullest advantage of his experience and wisdom.

"He also served as a founding member of the new Trustee Committee on Health Affairs.

"Despite the heavy demands of his profession, he was unstinting in his efforts on behalf of the University. He participated in the work of the Visiting Committee to the Medical School and of the Chancellor/Dean Search Committee; his efforts to develop a first-class medical center in Worcester went far beyond the limits of any individual committee's responsibility.

"We remember, too, his thoughtful essays reflecting his views of what the University of Massachusetts ought to be and ought to do. They helped us to a clearer view of this institution's responsibilities and of its potential for service to the Commonwealth and its people.

"We are grateful to Ed Croce for his 14 years of service on the Board, and we are confident that he will continue in retirement to provide us with his wise counsel and warm friendship for many years to come."

Resolution of Thanks and Appreciation to Mr. Alan Shaler

Chairman Healey then called upon Trustee Shearer, who proposed the following resolution, which was also unanimously adopted:

"The many contributions, great and small, Alan Shaler made to the University and to the Board during his seven years as a Trustee cannot be enumerated and will not be forgotten. Serving during a period of unprecedented growth of the University and of disruptive turmoil in society, he fostered the former and persevered during the latter.

"Alan served on so many committees and involved himself in so many matters that came to the Board that it might

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be presumed difficult to discern what his major concern was. Such is not the case. The one thread that was consistent throughout his Trustee career was his deep concern for the students. It is possible that they may have had better friends, but they never had a more articulate spokesman.

"Alan Shaler will be missed for many qualities, one of which is that he is a plainspoken man. Reading again some of the letters he has written concerning Board matters is pleasurable. On occasion, receiving them must have come as a distinct shock. The Board has lost something necessary."

At the suggestion of Chairman Healey, the Board rose to give former Trustees Abrams, Croce and Shaler a standing ovation.

Introduction of UM/Boston Student Trustee-elect

Chairman Healey next recognized Trustee Conti, who introduced the Student Trustee-elect from the Boston Campus, Ms. Judy Baker. Trustee Conti said that Ms. Baker had been active on campus, and during the last semester had been a member of the Student Activities Committee. She said she felt the Board would enjoy working with Ms. Baker.

Due to the length of the agenda and the time constraints on the members of the Board, President Wood said that he would waive his agenda and that the Chancellors would also abstain from comment. He said he did wish, however, to express his personal thanks and appreciation to Dr. Abrams, Dr. Croce and Mr. Shaler.

Report of Committee on Budget and Finance

Chairman Healey then asked for the report of the Committee on Budget and Finance. Trustee Carlson reported that the Committee had met on February 23 primarily to discuss the mid-year status report of the University budget and the FY 1978 budget of the University Hospital, but had also considered at that time a number of housekeeping items. He said he would report first on these items and then ask for discussion of the budgets.

Report of Investment Counsel

The Committee, he said, had first heard a report on the Endowment Portfolio from Investment Counsel, followed by their recommendation for several changes in the Endowment Fund. At the conclusion of discussion of the recommendation, the Committee voted to authorize the Treasurer to execute the necessary sales and purchases of securities.

Extension of Freiburg Rental Agreement

The next item of agenda, he said, was the Extension of Freiburg Rental Agreement, a request by the Amherst Campus for a two-year extension of a lease for the University Center in Freiburg, Germany. Since the terms were quite favorable, he said, the Committee recommended approval of the agreement, and on motion made and seconded, it was

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VOTED: To authorize the Treasurer of the University to execute a two year extension of the lease for the University of Massachusetts Center in Freiburg, Germany, until June 30, 1979; provided however, that the monthly rental and incidental expenses specified in said lease do not exceed DM 700 for the year commencing July 1, 1977, and DM 750 for the year commencing July 1, 1978.

Recission of Obsolete Delegations of Authority

The next matter discussed by the Committee, he said, was the rescinding of obsolete Trustee votes. He explained that at the February Board meeting a new delegation of authority to the Treasurer's Office had been approved by the Board and it now seemed appropriate to rescind several obsolete votes. On motion, made and seconded, it was

VOTED: That the following seven votes of the Board of Trustees be and hereby are rescinded.

Trustee Vote of October 19, 1963:

VOTED: To authorize Robert H. Brand, Associate Treasurer of the University of Massachusetts, as directed by the Treasurer, or in his absence, to sign or endorse in the name of the University of Massachusetts or the Board of Trustees of the University of Massachusetts such official documents, vouchers, including checks, drafts, certificates of deposit and withdrawal orders, as require the signature of the financial officer of the University provided that all checks, drafts, certificates of deposit and withdrawal orders in an amount of $10,000 or more shall require the additional signature of either the Treasurer or the Controller except fund transfers between accounts in the First National Bank of Amherst.

Trustee Vote of October 7, 1971:

VOTED: To authorize Ray E. Heiney, Jr., Assistant Treasurer (of the) University of Massachusetts, as directed by the Treasurer or in his absence, to sign or endorse in the name of the University of Massachusetts or the Board of Trustees of the University of Massachusetts such official documents, contracts and vouchers, including checks, drafts, certificates of deposit, letters of credit, advances from the State Treasurer and withdrawal orders, as require the signature of

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the financial officer of the University provided that all checks, drafts, certificates of deposit, letters of credit and withdrawal orders in an amount of $10,000 or more shall require the additional signature of either the Treasurer of the University, Kenneth W. Johnson, or the Associate Treasurer, Robert H. Brand, or Donald W. Cadigan, Treasurer's Office.

Trustee Vote of October 22, 1966:

VOTED: That the following officers of the University of Massachusetts are each authorized, in their capacities as officers, to sign and execute singly and without any co-signature, any and all documents and instruments relating to expenditures of funds, requests for funds, vouchers, warrents, schedules, invoices, certificates and also all documents and instruments of every nature and kind as all the aforesaid may from time to time be required to be drawn or executed under the provisions of M.G.L. Chapter 75, Section 8:

John W. Lederle, President
Robert J. McCartney, Secretary
Kenneth W. Johnson, Treasurer
Robert H. Brand, Associate Treasurer
L. Lawrence Taylor, Controller
William H. Maus, Assistant Controller

Trustee Vote of January 16, 1963:

VOTED: That all checks, drafts, or money orders representing disbursements from funds under the control of the Trustees payable in an amount of ten thousand dollars ($10,000.00) and over except checks representing transfers of funds between accounts (funds) in the First National Bank of Amherst shall bear the handwritten signatures of any two of the following three officers:

Treasurer, Kenneth W. Johnson
Associate Treasurer, William G. Thaler
Controller, L. Lawrence Taylor

and provided further that the Secretary is instructed to transmit a certified copy of this vote to all banks in which the University maintains funds and to the State Comptroller,

Treasurer and Receiver General, and the State Auditor.

Trustee Vote of April 26, 1965:

VOTED: That the President John W. Lederle be authorized to submit proposals for Federal grants, and that the Treasurer of the University, Kenneth W. Johnson, be authorized to execute agreements under the provisions of the Higher Education Facilities Act of 1963 and other Federal statutes granting funds for construction of buildings, facilities and equipment.

Trustee Vote of August 2, 1962:

VOTED: That the responsibility and authority for the negotiation, execution and administration of classified contracts is assigned to the following officers of the University: John W. Lederle, President; Kenneth W. Johnson, Treasurer; John W. Ryan, Secretary.

Trustee Vote of June 15, 1961:

VOTED: To authorize William G. Thaler, Assistant Treasurer of the University of Massachusetts, as directed by the Treasurer, or in his absence, to sign or endorse in the name of the University of Massachusetts or the Board of Trustees of the University of Massachusetts such official documents and vouchers, including checks, drafts, certificates of deposit and withdrawal orders, as require the signature of the financial officer of the University.

Mid-year Status on University Budget and Mid-year Fund Transfers (Doc. T77-073, Doc. T77-077)

The Committee, he said, next reviewed the Mid-year Status Report on University Budget (Doc. T77-073). The UM/Amherst review revealed a relatively stable program status, the only major transfers being $1.2 million from the 01 to the 03 account to retain maximum flexibility in staffing commitments in the face of continued uncertainty of annual appropriations by the Legislature and a reduction of $550,000 in the 08 account, offset by an increase in the 12 account, to allow for replacement of maintenance materials.

The only transfers for UM/Boston, he said, was $70,000 from the 08 account to the 01 account to cover part of the bonus portion of the cost-of-living increases. The Boston report, like the Amherst report, stressed the vital importance of meeting

enrollment and program goals and the difficulty of doing this if the Legislature fails for any reason to vote the funds in the FY 1978 request.

In addressing the UM/Worcester transfers, much of the discussion, continued Trustee Carlson, revolved around the deficiency request being made by the Worcester Campus for the Teaching Hospital. He said he would like to consider this in conjunction with the entire problem of the Teaching Hospital. Therefore, he requested action at this time only on the transfers, most of which were minor, except for a transfer from the 01 to the 03 account, which is explained in Table 4 of Chancellor Bulger's letter. He said the Committee also heard reports for the President's Office and the Institute for Governmental Services as well as Common Services. He said he would like to request approval of the transfers before proceeding with a discussion of the Teaching Hospital needs. Professor Sulzner noted that there were 63 fewer faculty positions in June 1977 than in June 1976 and asked if the 63 fewer faculty positions were the result of normal attrition or the result of faculty departures due to the political and financial climate. Chancellor Bromery replied that a significant number were the result of the latter. On motion made and seconded, it was

VOTED: To approve the subsidiary account transfers as detailed in Doc. T77-077.

Review of Current Hospital Requirements (Doc. T77-074, Doc. T77-073)

Trustee Carlson turned next to the Review of Current Hospital Requirements (Doc. T77-074) and the very difficult problem of the Worcester Campus in its attempt to provide a viable institution fulfulling both the teaching mission of the Medical campus and its commitment to health care delivery. He said that because of the somewhat unprecedented request for a 50 percent increase in the FY 1978 maintenance budget previously submitted, this matter warranted a thorough discussion by the Trustees and in particular an understanding of the long-term implications of the recommended action.

He said the deficiency request for FY 1977 and the revision proposed to the FY 1978 request were part of the same problem; namely, the need to realistically address the long-range minimization of cost to the Commonwealth. This problem is the result, he said, of three factors. First, earlier budgets were drawn up with the well-intended aim of minimizing the impact of the growth of the Worcester Medical Center budget on the total University budget, at a time when the campus was in a start-up phase. This resulted in some savings in the short run, but if allowed to continue would lead to insurmountable difficulties for the Medical Center in future years. Second, he said, it is impossible to look at the budgets of a new institution of the

complexity of the Medical Center on a year-to-year basis. He said, just because annual budgeting is the way in which the agencies of the Commonwealth are required to do their budgeting does not justify continuing an unviable practice. In order to make sense out of any one year's budget, he urged, it is necessary to look at the needs of the Hospital on a multi-year basis and project these needs into the future. Third, he said, there must be a recognition of the importance of charges for hospital services in determining the true net cost of the Medical Center to the taxpayers. He said he was aware of the resistance in the Commonwealth and in the nation to rising charges for medical services; however, he said, it is absolutely essential to the future soundness of the Medical Center that its charges be adjusted upward from time to time to reflect the increasing complexity of the services it provides, to miminize a situation where the taxpayers of the Commonwealth are subsidizing third-party payers such as insurance companies, Medicare and Medicaid.

Trustee Carlson said he felt it was now time to meet these issues head on and that failure to do so would probably lead to only a single alternative, the progressive withering away of the outstandingly successful programs already in place and possibly the closing of the Hospital, and perhaps even the closing of the Medical School itself. He said the document received by the Trustees presented a well-reasoned statement of the problem and the proposed solutions. He said that when he received the news that a 50 percent increase in the FY 1978 budget was necessary, he arranged to spend a day and a half at the Worcester Campus with campus administrative personnel, the University's budget director and the Vice President for Management and Business Affairs. In addition to University personnel, he said, Dr. Edward Andrews, President of the Portland Medical Center, former President of the University of Vermont and former Dean of the Medical School there, and the financial officer of the Portland Medical Center, had also been invited to participate in discussions at the campus. He said that after thoroughly reviewing this problem, they had come to the conclusion that Doc. T77-074 represented the most responsive and comprehensive approach to the solution that could be found to this matter.

The key to the problem, he said, must be found in the commitment made by the Board of Trustees and the Legislature some ten years ago to the concept of publicly supported medical education in Massachusetts. He stated his belief that there was no viable alternative to supporting the actions proposed in the document. In his judgment, he said, it is no longer possible to submit a budget that could be "lived with" for a year; it is necessary to face the fact that good medical education is expensive and will become more expensive as medical science and technology advance. Trustee Carlson said he believes that the campus now has good administration and that costs can be kept within reasonable bounds. To conclude, he said, he would like by use of slides to run through the key assumptions and financial highlights of the proposal.

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Trustee Carlson turned first to a chart of the revised revenue projections for FY 1977, indicating that although the revised revenue projections were down a little from the original estimate, the lower revenue was counteracted by fewer anticipated bad debts. The cash shortfall is the result of an increase in receivables caused by the slowness of payment by third-party payers. The deficiency request, he said, reflects the impact of opening twenty new beds and unanticipated or underestimated expenses.

The revised budget for FY 1977, he said, resulted in only a slightly greater net cost figured on an accrual basis.

Of the $794,000 deficiency request, he said, the table shows that this money is concentrated in three accounts - 01, 07 and 08. It represents major unanticipated expenses such as additional supplies required because of the acuity of illness of patients admitted to the hospital, additional utility costs due to the severity of the winter and funding part of the cost-of-living settlement. Of the approximately $1.2 million gross deficit, about half that amount is due to factors beyond the control of the University. He continued by explaining that although the gross deficit totals $1,233,500, real dollar savings of $598,500 make a net projected deficit of $635,000. This figure does not include the cost of opening twenty new beds, $159,000, making a total deficiency request of $794,000.

Trustee Carlson then turned to the FY 1978 budget request, stating that discussion of this request was based on three fundamental concepts:

1) that the Hospital is essential to the total operation of the Medical School;

2) that the quality of clinical teaching is dependent upon the opening of a sufficient number of beds; and

3) that expense per patient day can be reduced as the number of beds is increased.

He stressed that although the revised FY 1978 budget request for the Hospital projected both an increase in personnel and an increase in beds, on an accrual basis the net cost to the Commonwealth would actually decrease. He said that it was important to note that although the original budget projected 130 beds, the appropriation in fact could only support 85 beds.

Trustee Carlson, referring to the text of Doc. T77-074, pointed out the two-fold mission of the Medical Center:

a) to produce well-trained physicians and other health professionals for the Commonwealth, particularly primary care practitioners in the fields of family

practice, internal medicine and pediatrics, and

b) to improve the quality and accessibility of health care services throughout the Commonwealth.

He emphasized that good clinical teaching was dependent upon the presence on the faculty of specialists. Furthermore, he said, if the hospital is to fulfill its commitment to the Commonwealth to improve the quality and accessibility of health care services, then it must be allowed to grow. Without growth in bed capacity, he added, it cannot become self-sustaining.

Trustee Carlson next turned to the matter of hospital charges and the misconception that "rate" means "cost." Hospital rates are charges for services rendered and should be borne by the users of the services. However, since charges do not cover costs, the difference must be made up from other sources. He said that unless rates are increased in June, the Commonwealth will be subsidizing third-party payers.

He said it is assumed that the Hospital would always present a net cost to the Commonwealth, but that the request to increase the bed capacity to 175 beds would result in a reduced net cost.

Trustee Carlson then turned to the projected receipts and expenditures through FY 1980, indicating that the net cost on an accrual basis would peak in 1978 and on a cash basis in 1979. It is expected that by 1979 the State subsidy will be well below the national average for state-supported University-owned teaching hospitals, which is now about 21 percent. He then went on to explain the implications of level funding. Level funding was an impossibility because it would mean an actual decrease in programs. Without an expansion of clinical programs in the Hospital there would be little to attract or retain clinical faculty. Level funding would only support approximately 55 beds. The minimum acceptable ratio of teaching beds per student is 4:1, and as the Medical School enrollment grows to its projected capacity, there is no assurance that the required number of beds can be provided by the community hospitals. He added that the quality of clinical instruction of those beds in other hospitals is an important consideration and is less controllable without a strong teaching hospital.

Trustee Carlson pointed out that only $3.6 million of the proposed $8 million increase for FY 1978 was the result of program increases. The remainder was the result of fixed cost adjustments to the estimated expenditures for FY 1977. The major program increases, he said, were in the 01 and 07 accounts, permanent salaries and medical supplies.

Trustee Carlson next re-emphasized that one of the

reasons why there was a need for a deficiency request was the acuity of illness of the patients admitted to the Hospital. In August, 35 percent of the patients admitted had acute illnesses. In January that percentage had jumped to 60 percent. Because of this fact, the expenditure for medical supplies had increased, an unanticipated factor. Secretary Parks asked if these expenses were recoverable. Trustee Carlson replied that if the rates charged covered the cost, then the expenses were legally recoverable. Dr. Caper added that 07 expenses were fully recoverable.

Trustee Crain suggested that the cost of service to patients in other state institutions be separated from other receivables since this figure was an additional cost to the State.

Secretary Parks then asked for confirmation that the greater or more serious the illness, the greater the cost for providing services to the patient. Trustee Carlson confirmed this fact.

Trustee Carlson then called attention to the five-year projection of Hospital expenditures by subsidiary accounts, and the revised FY 1978 budget request indicating changes by program area. He concluded his presentation by showing a chart which indicated the diminishing net cost to the Commonwealth as the Hospital expands and which indicated that free care, bad debts and subsidies to third-party insurers were responsible for a greater percent of the net cost than were educational costs, and that both diminished as the cash receipts and receivables grew.

Trustee Crain questioned the projected rate increases in the face of national and state trends to keep health care costs down. Mr. Fellner replied that Chapter 409 of the Laws of the Commonwealth recognizes the right of hospitals to set prices for their services which are approximately five percent greater than their costs.

Trustee Carlson said that the projections are the best that can be provided at this time; however, he added, it might be wise to consider the possibility of separating the Hospital budget from the educational budget of the University. Concluding his report of the Committee on Budget and Finance, he made the following motions:

MOVED: To approve the submission of a FY 77 deficiency budget request for the University Hospital (7411-1006) in the amount of $794,000, distributed among the subsidiary accounts as follows:

01	$283,000
07	311,000
08	200,000

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MOVED: To approve the revised FY 78 Maintenance Budget Request for the University Hospital (7411-1006) as set forth in Doc. T77-074.

Chairman Healey thanked Trustee Carlson for his excellent presentation and Kay Hanson, Budget Director, for the thoroughness of the staff work on this report.

President Wood said he wanted to highlight three factors: first, it has been found that the level of the patient demand is higher than the original projections. The location of the Hospital in Worcester beyond the perimeter of 128, the impact of the Foley bill, and the enthusiastic attitude of the physicians in the area have been contributing factors to the impetus of high patient demand for beds at the Hospital; second, he said, he had no reservations about the quality of the Medical Center, both in the Hospital and in its teaching capacity. He said that the Medical School had already attracted national attention. He then quoted a statement from John Bowers, President of the Macy Foundation, who had recently visited the Medical Center:

> "My major impression is, to use the words of a distinguished leader of medicine and public health in Boston with whom I had luncheon today, 'If you wish to receive excellent training in primary care and family medicine, the place to go is the University of Massachusetts Medical School.'"

President Wood said that there is no longer a question of whether there are patients, whether there is quality or what the philosophy should be. Third, he said, clearly it is now necessary to address the matter of revenue and the fiscal base of the Hospital. He and the Secretary of Educational Affairs had discussed and he hoped would continue to discuss the possibilities of "decoupling" of the Hospital from the Medical Center in fiscal matters. A task force is currently addressing itself to this matter. In the meantime, the deficiency request for this year and the increase for the FY 1978 Hospital budget is being presented after thorough review and exploration of options.

Mrs. Bluestone, speaking for Trustee Fielding, said that the "founding fathers," in making the Commissioner of Public Health an ex officio member of the Board, must have hoped that the Board would have the advantage of his expertise. She said she wished to separate the discussion of the deficiency, which is where we have been, from the FY 1978 request, which is where we are going. She stated concern that a deficiency of this size had not come to the attention of the Board previous to the mid-year review. She called attention to the fact that had the Hospital not received a substantial rate increase, the deficit would have been even greater, as much as $1.2 million. She urged the Board to consider the seriousness of submitting such a large

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deficiency request to the Legislature. She said that one of the State hospitals in the Department of Public Health has a deficiency in its 07 account, but it was not permitted to forward its deficiency request to the Legislature.

With regard to the FY 1978 budget, Mrs. Bluestone said many major policy issues were involved. She said although she recognized that more beds must be made available in the Hospital, she thought the Board should be aware that the Worcester area presently had more beds per person than any other part of the State with the exception of the City of Boston; therefore, it was important how the University proceeded in the opening of beds. She said poor management decisions made in the past have come back to haunt the University. She felt there were still questions unanswered in the documentation.

Trustee Carlson responded to Mrs. Bluestone, saying he shared some of her concerns, however, he believed that the problem has been in budgets in the past and not a matter of poor management at the Medical Center. He said he saw no point in dwelling on the past since this would be of no help in solving the current problem. The problem, whatever the cause, must now be solved so that the Medical Center can move into the future on sound footing.

The meeting recessed at 2:00 p.m. for lunch and reconvened at 3:30 p.m., at which time discussion on the Teaching Hospital resumed.

Chairman Healey recognized Secretary Parks, who said that the Governor had given him a mandate to maintain level funding. He said when one part of the budget increased, another part, therefore, must go down. He said he was concerned about the 30,000 students in the community colleges. He was also concerned for the state colleges. He said that $32 million had been set aside for salary adjustments this year, but that next year any increases in salary would have to be absorbed in the operating budgets of the institutions. The Hospital budget resulted in a distortion of the State's education budget. He said that teaching hospitals represented the most expensive kind of medical delivery and that costs would continue to rise. He, therefore, requested that the Board of Trustees make every effort to separate the Hospital budget from the education budget of the State, so as to reduce the conflict with the other segments of higher education and because education cannot afford to carry the Hospital. However, he said, the Medical School and Hospital are a fait accompli and he would like to see them dealt with in a better budgetary format than the present manner.

Trustee Breyer commented that if he were solely to vote as a taxpayer of the Commonwealth, assuming that the Hospital would be granted rate increases in the future, he would have to

vote for the revised budget because the increased bed capacity would reduce the net deficit and this would result in a saving to the taxpayer. Secretary Parks said he could not concur and that he would vote against both the deficiency request for FY 1977 and the revised FY 1978 budget request.

Trustee Burack asked the President what the time frame would be for the fiscal separation of the Hospital from the remainder of the University budget. President Wood said that in 1975 he had filed legislation for the operation of the Hospital as a separate trust fund. He said he hoped Secretary Parks might be persuaded to abstain from the vote at the present time, as an attempt is made to work toward the separation of the Hospital from the education budget. He said he would like to file legislation to accomplish this. He said the Commonwealth could either condemn the Hospital to a continuing inefficient operation with all the dangers inherent in that situation to the viability of the Medical School, or it could provide the funding which would allow it to become a quality institution for health care delivery and medical education with an excellent faculty.

Trustee Crain said he, too, was in favor of uncoupling the Hospital from the University budget. However, he said, he could not reconcile the statement that there was a higher rate of acutely ill patients with the fact that the average stay in the Hospital had actually gone down. The deficiency request represents a 13 percent increase while the patient/day figure is lower. With regard to the FY 1978 budget, he said he believed that the revenue projections were utopian. He said he believed it would be very difficult to obtain rate increases. He said he could not reconcile the statement that 50 percent of the revenues would be borne by the carriers.

Trustee Breyer said he thought the statement that the revenue projections were utopian were arguable. He said it is an established rate-setting practice which recognizes that costs can be passed on to users. He said that although he cannot be certain about the numbers, a decision must be made; and he said he was reasonably sure that a 175-bed hospital would be more cost effective than an 85-bed hospital.

Professor Smith, speaking for the faculty at UM/Worcester, said that many of the members are disconsolate. Many of the clinical faculty joined the Medical School with the understanding that they would be developing programs. There has not been funding for these programs. There has not been money available to buy books for the library or to repair equipment. This has been true, also, of the other campuses, she said, but one thing peculiar to the Medical School is its dependence on the Teaching Hospital. She said the growth of the Hospital cannot be separated from the growth of the Medical School. Many specialties have not yet been

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provided at the School; many clinical faculty have no backup staff. It is going to be difficult to retain good faculty, she said, as clinical faculty have a larger opportunity for mobility. The clinical faculty, she said, cannot get their patients admitted to the Hospital because there are no beds available. The faculty is put in the position of having to bargain for beds. They are unable to refer their patients to other specialists in the Hospital. The greatest tragedy, she said, is that the vast majority of students do not have an opportunity to see medical care delivered in the controlled environment of the Teaching Hospital. They don't have the opportunity to interact with the very fine clinical faculty there because so much of the clinical teaching must take place outside of the Teaching Hospital. The only way this situation can improve is to open more beds.

Professor Smith then introduced Dr. Robin Catlin, Chairman, Department of Family Practice, who is also the acting chairman of the UM/Worcester Faculty Council. Dr. Catlin said that the existence of a tertiary care hospital is absolutely vital to training in primary care medicine. The morale of the faculty is very low, and that, he said, is a disaster from the viewpoint of training people for primary care. It would be terrible, he added, if the Medical Center lost its specialists because of the inability to grow and develop needed programs. He said he thinks there is some confusion about the need for beds in the Teaching Hospital. He said the fact that there are beds in other hospitals does not mean that these beds are appropriate for the use of clinical faculty for the purposes of teaching.

Trustee Dennis said that most of the Trustees want to see the Hospital opened, but he is not convinced that the revenue will be forthcoming.

President Wood said that with regard to the revenue projections, he could only rely on the best judgments of experts in the field. He said that there is a monthly monitoring process of the revenue picture at the Hospital.

Trustee Marks asked if he might inject a couple of gloomy notes. He said his instincts tell him that there will be a revenue problem. He said with regard to the uncoupling of the Hospital, that there are dangers there too. He said this would not change the philosophy of level funding. However, it would then cease to cloud the other issues of the educational budget. He is not sure that this would be helpful to the Hospital. President Wood said that he does not feel that anyone would wish to take an action which would result in the closing of the Hospital.

Chairman Healey said that it is difficult to say how solid the revenue projections are, but the larger consideration is that the Medical School and the Hospital now exist as a de-

clared policy of the Commonwealth. This is the first Governor in his memory who has put the State's tax situation in focus. He said he was in sympathy with the Governor, who is working very hard to make the Commonwealth fiscally stable. However, he continued, in terms of the potential destruction of the Medical Center and in terms of the educational issues and commitments of the Board and of the Commonwealth to provide public medical education, he believed there was no choice but to support the recommendation of the Committee on Budget and Finance for the deficiency request and the increase in the FY 1978 budget.

Trustee Crain said as a new Trustee he was concerned about his own credibility. He said he agreed that revenue projections were difficult, but he felt that several assumptions were on the high side. He said that he did not believe he should have no alternative other than the recommendation before the Board. He said, therefore, he could not vote for it and he was in favor of the uncoupling of the Hospital from the budget.

Secretary Parks said he would vote against the recommendation and would continue to vote against recommendations for increased funding of the Hospital until such time as there was a plan which would resolve the problem. He said he did not wish to see a health facility destroyed. He said that the Legislature and the Governor were "getting closer together" because of the present income and tax situation in the Commonwealth. He expressed the view that a solution to the problem of the Hospital should be found before further action was taken.

Trustee Robertson said he felt there were three major assumptions to be made: 1) there is a clear educational need for the Hospital, 2) the Hospital is providing much needed services to the State; e.g., at Belchertown, Monson and Pondville state hospitals, and 3) the facility operating at capacity will be of less cost to the Commonwealth than it would be operating with a few beds. He is totally in accord with the separation of the Hospital budget from the rest of the education budget. However, until that can be done, it is necessary to understand what the alternatives are and what the consequences of those alternatives will be. He said he felt if it were possible to uncouple the Hospital at the present time, the Board would all be in favor of it. But it is not possible. Therefore, the Board must do whatever is best for the Hospital until such time as it can be separated from the University and the education budget. Looking at the alternatives, he said, he is in favor of approving the recommendation which will cost the Commonwealth the least, which is to approve the FY 1977 deficiency and the revised FY 1978 requests.

Chancellor Bulger said that most state-owned university hospitals have difficulty in getting patients to come in. He said he was surprised by the numbers of patients who are coming to the Hospital. He said there are many hospitals that would be

extremely happy to have this problem. He said that there is a great opportunity for the Commonwealth in this phenomenon. The patients are there, but the beds are not. He said he understood the difficulty of making such a decision, especially for those who are not familiar with the health field. Responding to the questions with regard to the data submitted, Chancellor Bulger explained that the estimated length of stay in the Hospital was based on experience in other teaching hospitals around the country. He said the reason why the Hospital has a shorter patient day with a higher percent of acuity of illness is because of the limited number of beds. The physicians have an incentive to discharge their patients at the earliest opportunity. He said they even make rounds in the evening in order to discharge patients to make the most efficient use of beds. He said that the Rate Setting Commission had found the data presented by the Medical Center adequate and acceptable to grant the requested rate increase. He said they were health professionals and they had not questioned the figures.

There being no further discussion, the motion made earlier was seconded and it was

VOTED: To approve the submission of a FY 77 deficiency budget request for the University Hospital (7411-1006) in the amount of $794,000, distributed among the subsidiary accounts as follows:

01	$283,000
07	311,000
08	200,000

Trustees Crain and McNulty, Mrs. Bluestone representing Commissioner Fielding, and Secretary Parks representing Trustee Dukakis voted in opposition to the motion.

It was then seconded and

VOTED: To approve the revised FY 78 Maintenance Budget Request for the University Hospital (7411-1006) as set forth in Doc. T77-074.

Trustees Crain, Dennis and McNulty, Mrs. Bluestone representing Commissioner Fielding, and Secretary Parks representing Trustee Dukakis voted in opposition to the motion.

Because of the lateness of the hour, Chairman Healey said that the reports of the standing committees would not be given and referred Trustees to the minutes of the committee meetings which were included in their Board portfolios. He then asked for action on the following recommendations.

The Committee on Health Affairs, he said, had recom-

mended postponement of the Review of Medical Center By-laws--UM/Worcester. On motion made and seconded, it was

Medical Center By-laws

VOTED: To change the date for submission of revision of the Medical Center By-laws to June, 1977.

The Committee on Faculty and Educational Policy had recommended that the Board of Trustees accept the invitation to join the Boston Library Consortium. On motion made and seconded, it was

UM/Amherst--Boston Library Consortium

VOTED: To accept the invitation that the University Library of the Amherst Campus join the Boston Library Consortium as a founding member.

The Committee had also made two tenure recommendations for faculty at UM/Amherst. On motion made and seconded, it was

UM/Amherst--Promotion of Dr. Richard Ellis to Associate Professor of Mathematics and Statistics with tenure (Doc. T77-072)

VOTED: To concur in the promotion by the President of Dr. Richard Ellis to Associate Professor of Mathematics and Statistics with tenure at the University of Massachusetts at Amherst, as detailed in Doc. T77-072.

and further

UM/Amherst--Appointment of Dr. Edwin L. Thomas as Associate Professor of Polymer Science and Engineering with tenure (Doc. T77-071)

VOTED: To concur in the appointment by the President of Dr. Edwin L. Thomas as Associate Professor of Polymer Science and Engineering with tenure at the University of Massachusetts at Amherst as detailed in Doc. T77-071.

Trustee Burack voted in opposition to both tenure actions, asking that the record show that she was not voting against the individuals involved, but because she was opposed to the granting of tenure on early appointment as a matter of policy.

UM/Worcester--Sitework (Doc. T77-070)

The Committee on Buildings and Grounds, he said, had recommended an action with regard to Sitework--UM/Worcester (Doc. T77-070). On motion made and seconded, it was

VOTED: That the site plans for the development of the Medical Center be amended to include the development of additional surface lots within the parimeter road system; further, that the need for a parking structure be re-examined in the light of further growth of the Medical Center and its surrounding area.

Trustee Rowland requested that her report of the Committee on Long-Range Planning be circulated to the Trustees.

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Chairman Healey then announced the actions taken at the executive session of the Board earlier in the day. With respect to Collective Bargaining, he said, the Board of Trustees had voted as follows:

Appeal of Collective Bargaining Unit Determination

> To direct the President to appeal the unit determination decision of the State Labor Relations Commission with respect to the inclusion in the bargaining unit of Chairmen, part-time faculty, visiting faculty, and non-state funded faculty.

Trustees Burack and Conti, Mrs. Bluestone representing Trustee Fielding, and Secretary Parks representing Trustee Dukakis voted in opposition to the motion.

Chairman Healey said he wanted to emphasize that this action represented the deep concern of the Board of Trustees with respect to the composition of the bargaining unit which will be faced, it seemed, for a long time to come. This action, he said, was not taken with any intention to delay the bargaining process, and he hoped that an agreement could be reached which would be in the best interests of the University and the faculty.

He said the Board had then also passed a resolution as follows:

Request to Governor with respect to Collective Bargaining Contracts and other Salary Adjustments

> Whereas the Board of Trustees desires to provide appropriate salary adjustments to professional and non-professional staff of the University, and whereas sufficient funds for such salary adjustments require appropriation by the General Court upon recommendation by the Governor; now, therefore, the Board of Trustees requests the Governor to make such required recommendations and to take all other necessary steps to provide the necessary funds to implement the collective bargaining contracts approved by the Board of Trustees and to grant salary adjustments to other University personnel.

UM/Amherst--Collective Bargaining Agreement with International Brotherhood of Police Officers (Doc. T77-076)

Concluding his announcements about the executive session, he said the last matter of business before the Board was the approval of the Collective Bargaining Agreement: Local 432, Unit A, The International Brotherhood of Police Officers--UM/Amherst (Doc. T77-076). On motion made and seconded, it was

> VOTED: To approve the Agreement Between Trustees of the University of Massachusetts and Local 432, Unit A, The International Brotherhood of Police Officers (Doc. T77-076); provided, however, that no wage increases as specified in said Agreement shall

become effective until the Governor had approved said Agreement and has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

Secretary Parks asked to be recognized and publicly thanked Chancellor Bromery and the Amherst campus for the hospitality extended to himself and the Governor during their recent stay on campus.

The meeting adjourned at 4:20 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF BOARD OF TRUSTEES

April 6, 1977; 2:00 p.m.
Faculty Conference Room
Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Baker, Batiste, Breyer, Burack, Carlson, Clark, Crain, Dennis, Eddy, Gordon, Marks, McNeil, McNulty, Morgenthau, Robertson, Shearer, Spiller, Troy; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Ms. Bluestone representing Trustee Fielding; Ms. Kaplan representing Trustee Okin; Mr. Colby representing Trustee Winthrop; Secretary Hardy; Treasurer Johnson; Ms. Eichel, recorder

Absent Trustee: Trustee Rowland

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Ms. Robinson, Vice President for Planning; Father Walsh, Academic Advisor to the President and Chairman, Organization Design Review Committee

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Campbell, Vice Chancellor for Administration and Finance; Mr. Smith, Associate Dean of Academic Affairs and Provost; Dr. Catlin, Faculty Representative

Guest: Mr. Martus, UM/Amherst student

Approval of Minutes of Prior Meeting

The meeting was called to order at 2:12 p.m. by Chairman Healey. He asked if there were any amendments to the minutes of the previous meeting of the Board. There being none, on motion made and seconded, it was

VOTED: To approve the minutes of the meeting of March 2, 1977.

Thanks and Appreciation to Outgoing Student Trustees

Chairman Healey noted that April marked a milestone for the Student Trustees, as it brought to a conclusion the terms of Trustees Conti and Cronin and initiated the terms of two new students. He said in behalf of the Board he wished to thank Ms. Conti and Mr. Cronin for their contributions to Board activities during the past year.

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Introduction of New Student Trustees

Chairman Healey next introduced and welcomed the two new Student Trustees, Marion "Pinky" Batiste of UM/Amherst and Judith "Judy" Baker of UM/Boston.

President's Remarks

Chairman Healey then called for the President's comments. President Wood said that in the midst of budgetary concerns and basic changes in the decision-making structure which are occurring at the University, it is important to remember that good things are happening in the University. He said he and Mrs. Wood found tangible expressions of this in two weekend events. On Saturday in Providence they attended a race between the junior varsity and varsity women's crews of UM/Amherst and those of Brown. The junior varsity, he said, had lost by half a length, while the varsity had won going away. On Sunday at the Lincoln Center in New York they attended a performance of Berlioz' Requiem by the 450 member chorus and symphony orchestra of the Five Colleges, Amherst, Mt. Holyoke, Smith, Hampshire and the University of Massachusetts. It was a moving and tremendous performance demonstrating the richness, talent and grace of a University performing its true function. These, he said, were only two examples of hundreds of educational experiences changing the lives and opening the world to some 32,000 young people.

He said he thought it was important to recognize and remember these indications of the vital and significant work of the University as he turned to more somber matters. In the next few weeks and months, said President Wood, the University would be faced with at least four challenges, the successful resolution of which would literally determine its fate as an institution of quality:

-- First, the continuing delay in funding the authorized increases in compensation for faculty and staff, totalling for FY 1977 some $4.3 million and for FY 1978 approximately $5.9 million, was a problem that he said he hoped might be resolved at a meeting of the segments of public higher education called for April 7 by Chairman Finnegan of the House Ways and Means Committee.

-- Second, he said he would be testifying in defence of the University budget authorized by the Trustees at $131,021,107 in the context of a level-funding strategy which would erode the setting or priorities.

-- Third, he said, was the unremitting pressure to join a single management team in collective bargaining, led by the Executive Office of Administration and Finance, which would, in Chairman Healey's words, "reduce all issues

> of faculty and staff compensation to the lowest common denominator of all institutions of higher education"--the homogenization of the state and community colleges, the University of Lowell, Southeastern Massachusetts University and the University of Massachusetts.
>
> -- Fourth, the continued resistance to allocating capital outlay funds appropriated years ago to vital projects such as the physical education building at UM/Boston, and the completion of site work at UM/Worcester, thus preventing full utilization of the facilities, has led the University reluctantly to take the matter to court.

President Wood said that in November the University had requested proportionately less than the other segments, although historically the University has received more than the others. The University budget request represented a 15 percent increase over the current budget, he said, as compared to a 37 percent increase requested by community colleges; historically the University has received 93 percent of its request as compared to 88 percent received by the community colleges. The University, he said, was still in a favored position as a land-grant institution and an urban university. Salaries at UM/Amherst, he said, were substantially above the median of all land-grant colleges and in the top 5 percent of those of comparable size. UM/Boston, he said, was third in rank of 13 urban institutions across the country.

President Wood continued that the threat of erosion was clearly represented by the four forces previously identified. In the budget testimony, he said, the University would begin to take its case to the Commonwealth. He said he would be visiting the various facilities and campuses to explain the issues, he would be appealing to the alumni, he would take the case to the media and would be asking the support of the entire University community for the institution to which so many lives and careers had been devoted.

He said as the University moves forward to meet these four challenges, it will continue to do so in the context of the legal authority of the Trustees, which has once again been affirmed by the Attorney General. He then read, in part, an opinion received from Attorney General Bellotti regarding the matter of fiscal autonomy in reply to Secretary Buckley's questions concerning the applicability of the "small business" law to institutions of higher education as follows:

> "The nature of the trustees' authority reflects a recognition on the part of the General Court that an institution of higher learning can thrive only

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in an atmosphere of complete academic freedom. The extension of that authority into the areas of budget and purchasing reflects a further recognition that, ultimately, academic freedom is intimately related to fiscal independence."

The President said that as the University moved into a critical six-week period, he was asking for the help, support and understanding of all.

UM/Amherst--Chancellor's Remarks

President Wood said this concluded his remarks and asked Chancellor Bromery to speak. Chancellor Bromery said that on the following Tuesday, a press conference would be held concerning the activities at Habitat House, a building designed and built on the Amherst Campus as an experiment in the use of the wind and sun as alternative energy sources. Eighty percent of the heat for this building has been produced by either a windmill or solar collector panels. Dr. William Heronemus, chiefly responsible for this experiment, he said, would be speaking on the subject of solar energy at the Chancellor's Lecture Series on April 21.

Chancellor Bromery said that last week the women's gymnastic team had come in fourth in national competition, and two of the women were named to the all-American team. He concluded by announcing to the Board that Trustee Eddy had won reelection to the Board of Selectmen for the Town of Amherst by a land-slide victory.

UM/Boston--Chancellor's Remarks

Chancellor Golino then spoke briefly, informing the Trustees that UM/Boston currently had the highest enrollment in its history--a head count of 7,817, or 7,056 FTE students. The difference between the two figures, he said, is a reflection of the number of part-time students, and particularly the increase in those who attend the extended-day program. In addition, he said, 344 people from the community are taking courses offered through the Community Service Office. An annual Memorial Lecture, he said, has been established in honor of the late President Kennedy and the first lecture will take place on April 28. Invitations will be sent to Trustees.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger spoke next, stating that in this year's graduating class, the highest proportion ever of students (35 of 39) will be going into primary care training programs, 17 in Massachusetts; in the residency programs though, the Medical School is attracting excellent students from the best American schools. Data from other places indicate that many of the Medical School's students who go to other states are likely to return to practice, and a high proportion of those in the Medical School's residencies will remain here.

Chancellor Bulger added that the Trustees who had expressed concern over the revenue projections for the Hospital

would be interested to know that the Hospital this month collected over $1 million in revenues, the highest monthly income to date, and he anticipated that this was a trend that will continue.

JFK Library Groundbreaking

President Wood asked the Trustees to note that groundbreaking for the Kennedy Library would take place on June 12. This, he said, concluded his portion of the agenda.

Report of the Executive Committee

Chairman Healey then gave the report of the Executive Committee, stating that earlier in the day in an executive session the members of the Committee, together with most members of the Board, had considered two personnel actions. The first, he said, was a Classification of Position Title (Doc. T77-083), which established the position of Executive Vice President. The Executive Committee, he said, recommended approval of this position, and on motion made and seconded, it was

Classification of Position Title (Doc. T77-083)

VOTED: To approve the Classification of Position Title as detailed in Doc. T77-083.

Appointment of Executive Vice President

The second personnel action was the Appointment of the Executive Vice President. The Executive Committee, he said, had also recommended approval of this appointment, and on motion made and seconded, it was

VOTED: To concur in the President's action in appointing Randolph W. Bromery to serve as Executive Vice President of the University from April 6, 1977, to December 31, 1977, in addition to his duties as Chancellor of the Amherst Campus.

Trustee Burack voted in opposition to the motion stating that the process that was followed did not include prior discussion or approval of the position by the Trustees, and because she believed this appointment would leave the Amherst campus with a part-time Chancellor.

Small Business and Minority Business Purchasing Program (Doc. T77-082)

The next item of agenda, said Chairman Healey, was the matter of the Small Business and Minority Business Purchasing Program (Doc. T77-082). At the Chairman's request, President Wood commented. The staff work on this program, he said, had begun last fall and had been done by the Associate Vice President for Business Affairs, Larry Hester, but the moving spirit behind the program had been Trustee Dennis. At the request of President Wood, Trustee Dennis commented briefly, saying that he had worked closely with the staff of the President's Office in developing the affirmative action plan to aid small and minority business firms in obtaining University purchasing contracts. He said he thought the plan was a good one and workable, but that it would need to be monitored to make sure that targets were met. He then asked Mr. Hester to delineate the four major points of the plan.

Mr. Hester said that the program is the result of action taken by the Executive Committee at its August meeting to increase the University's efforts in affirmative action in purchasing. The program developed proposes: first, the elimination of the bonding requirement, which had severely handicapped small businesses; second, the University will attempt to find a means of expediting the processing of purchase orders; third, standard invoices for payment by the State will be flagged to indicate that the vendors are small businesses, and payments from non-state funds will be processed so as to give priority to small businesses; fourth, it is recommended that in FY 1978 $750,000 be targeted for small businesses, of which $300,000 will be targeted for minority purchasing.

Trustee Dennis said he believed the amounts were high enough to have an impact and low enough so that the University should be able to meet the targets. He said the implementation of the plan would, of course, be more difficult than the designing of it, but he would expect the efforts to be successful. The quarterly reports to the Trustees, he said, should prove helpful in monitoring performance.

Employee Compensation Adjustments

At the request of Chairman Healey, President Wood spoke next on the matter of employee compensation adjustments. He said the Board members would recall that in March the Governor had been requested to make funds available to allow the University to make compensation adjustments to personnel within the framework of the Alliance agreement. He said that the action by the Trustees in March was a furtherance of their vote in December authorizing the President to take steps to implement adjustments, subject to ratification by the Board. He said there were two tracks for implementation of these adjustments. The first dealt with the release of funds under the collective bargaining agreements, which he said he hoped would be resolved the following day. The Senate, he said, had voted unanimously to appropriate $8 million for this purpose. The second requirement, he said, was the passage of the cost-of-living bill, which makes adjustments to the general classification act and the pay schedules; these actions must take place before adjustments to classified salaries can occur. Senator Atkins, Chairman of the Committee on Public Service, which is dealing with this matter, has been asked to expedite action.

Pending resolution of these matters, he said, the University is in a position to carry out parts of the adjustments; namely, to pay the bonuses which are to come from the existing University budget. The proposed actions, he said, would allow payment of the immediate bonus to the professional staff and the nonunion classified staff and to make other adjustments as soon as the funds are available. Some employees, he said, would not qualify for salary adjustments because of present Legislative limitations--nonunion classified employees represent one group

and personnel at the salary ceiling represent another. He hoped, he said, adjustments could be made soon for some 2500 University employees who have served the University for three years without additional compensation.

Secretary Parks inquired whether the proposed actions took issue with the decision of Secretary Buckley to place money in the University account as it was needed. President Wood replied that they dealt only with the bonus portion which will come from the existing University budget. The issue of how the remainder will be paid has not yet been resolved, he said.

There were no further questions, and on motion made and seconded, it was

VOTED: That, in accordance with Trustee Document T77-043 and past University policy and practice, the President of the University be and hereby is authorized to implement the vote of December 1, 1976 by paying to all state-funded academic and nonacademic professional staff cost-of-living adjustments and bonuses for fiscal year 1977 as are provided for all professional state employees; provided, however, that sufficient funds to meet the cost of such salary adjustments and bonuses shall first have been transferred to the University's maintenance account, except for the one-time bonus of 1-1/2 percent of base salary, with a minimum of $150, and, further provided, that any such salary adjustments, unless otherwise permitted by law, be within the general salary schedule.

and further

VOTED: That, in accordance with Trustee Document T77-043 and past University policy and practice, the President of the University be and hereby is authorized to implement the vote of December 1, 1976 by paying to all state-funded nonunion classified staff of the University cost-of-living adjustments and bonuses for fiscal year 1977 at a cost comparable to but not exceeding the cost of the Commonwealth's agreement with the Alliance; provided, however, that the general schedule is amended or other sufficient authorization enacted to provide for such salary adjustments and, further provided, that sufficient funds to

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meet the cost of such salary adjustments shall first have been transferred to the University's maintenance account, except for the one-time bonus of 1-1/2 percent of base salary, with a minimum of $150.

and also

VOTED: That, in accordance with Trustee Document T77-043 and past University policy and practice, the President of the University be and hereby is authorized to implement the vote of December 1, 1976 by paying to all trust fund employees cost-of-living adjustments and bonuses for fiscal year 1977 at a cost comparable to but not exceeding the cost of the Commonwealth's agreement with the Alliance; provided, however, that sufficient trust funds to meet the costs of such salary adjustments and bonuses are available.

Policy on Investments in Corporations Operating in the Union of South Africa

Chairman Healey called next on Trustee Batiste, who said the Undergraduate Student Government Association had held many discussions regarding the University's Investments in Corporations Operating in the Union of South Africa and had voted unanimously to request the Board of Trustees to divest themselves of securities of these corporations. She then asked that Jay Martus be recognized to present the views of the SGA. Mr. Martus said that since most annual stockholders' meetings occur in April and May, a position taken by the Board of Trustees at this time could have an impact on these meetings. He then called attention to the Trustee guidelines for investment of the endowment fund, indicating that the students were not suggesting that the guidelines be changed or that divestiture be immediate, since they did not wish to harm the investment portfolio. However, he said, he thought some sort of position should be taken as a social statement of disapproval of the treatment of blacks by the white South African government. He went on to quote statistics indicating the plight of black South Africans, noting their lack of franchise, the restrictions on free movement and employment, and the requirement that blacks carry identification cards. He called attention to the high infant mortality rate and the high percentage of persons existing on incomes below the poverty line. He said that the SGA would like to see the Trustees take some kind of action at this meeting, either to participate in a shareholders' resolution, or to communicate with those corporations operating in South Africa in which the University has investments, indicating a strong position against the policy of apartheid. He said many other institutions were taking such stands. He said the SGA would also like to request the Committee on Budget and Finance to determine which corporations were operating in South Africa, requesting

them to withdraw and to do so within six months. He then read the motion taken by the Student Government Association, as follows:

BE IT VOTED: That the Corporations that are operating in the Republic of South Africa do not have a responsible posture in matters relating to public health, equal employment opportunities, and do not comply with international law. Therefore, the University should take informed and ethical positions whenever it exercises its voting rights as a stockholder and should communicate directly with all such corporations that the Committee on Budget and Finance determines to be operating within the Union of South Africa and to request that they cease doing business within the country. Further, any corporations who do not conform to either shareholder resolutions or our communiques by leaving South Africa should be sold from the investment portfolio no later than October 6, 1977. Further, the Board shall publicize its reasons for doing the aforementioned action.

Trustee Batiste then moved that the foregoing motion be adopted. The motion was seconded and discussion ensued. Trustee Carlson said that since two issues were involved, one of investment management and the other of a symbolic policy question, he would prefer that the Committee on Budget and Finance discuss the issue and develop formal recommendations before the Board took action on a matter of such importance and complexity.

Secretary Parks congratulated the students for their action in bringing this matter to the attention of the Board and said he thought the Board could take a position on the ethical posture, at the same time delegating to the Committee on Budget and Finance consideration of the managerial aspects of the matter. Trustee Morgenthau said she, too, welcomed the students' action and commended them for the breadth of their presentation, but suggested that some of the data presented should be updated. She said the Board should be very sure of its facts before it took action. Recently, she said, because of an economic decline in South Africa, many corporations were attempting to pull out. Divestiture may not be the best way in all cases to ensure positive social action. She suggested that the University should ask each of the corporations in which the University has investments to report its actions in this area and to learn from them the extent to which these companies are using their economic and social power to further social reform in human rights. She suggested that whatever action the University takes, it should be as productive as possible. There was consensus that the Baord should take a position against the policy of apartheid, but there was consider-

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able discussion as to the exact form the vote should take to best accomplish its intent. Chairman Healey asked Trustee Breyer to work with Trustee Batiste to draft language for the Board and postponed action on the motion to later in the meeting.

Report of Committee on Buildings and Grounds

Chairman Healey then asked for the report of the Committee on Buildings and Grounds. Trustee Spiller reported that the Committee had met on March 8 to discuss four issues--the Tillson Power Plant at UM/Amherst, the Seawater Cooling System at UM/Boston, the Library Roof at UM/Boston and the Physical Education Building, also at UM/Boston. He said these were the main items of the agenda and would continue to be until they had been resolved. The problems, he said, were of a legal nature, and the minutes of the meeting contained the details of each; therefore, he said, his report would be brief. He said that the University was doing all in its power to get action from the Bureau of Building Construction and the Commission on Administration and Finance, but was not getting much cooperation from either. He said the delays on one item alone had probably incurred unwritten costs of over $300,000 and these costs would escalate as delays continued. He said he thought it was a sad commentary on the state government.

Report of Committee on Faculty and Educational Policy

Chairman Healey called next for the report of the Committee on Faculty and Educational Policy. Trustee Troy reported that the Committee had met on March 23. The Committee, he said, had gone into executive session to deal with two personnel matters, and at the conclusion of the executive session had recommended two votes.

UM/Boston--Concurrence in Award of Tenure to Dr. Martin Posner

The first recommendation, he said, was for Concurrence in the Award of Tenure to Dr. Martin Posner--UM/Boston. It was moved, seconded and

VOTED: To concur in the award of tenure by the President to Martin Posner, Associate Professor of Physics at the University of Massachusetts at Boston.

UM/Worcester--Concurrence in Appointment of Dr. Stanley Walzer as Professor of Psychiatry with Tenure (Doc. T77-080)

The second recommendation, he said, was for Concurrence in the Appointment of Dr. Stanley Walzer as Professor of Psychiatry with Tenure--UM/Worcester (Doc. T77-080). Chancellor Bulger and Ms. Bluestone both commented on the good fortune of the University to have obtained someone with both the academic credentials and the interest in the educational mission of the University in meshing the service needs of the state mental hospitals and the mental health needs of the central and western parts of the state with the educational mission of the Medical School.

On motion made and seconded, it was then

VOTED: To concur in the appointment by the President of Dr. Stanley Walzer as

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Professor of Psychiatry with tenure at the University of Massachusetts at Worcester, as set forth in Doc. T77-080.

UM/Amherst--Change in Name of Departmental Title to Department of Aerospace Studies (Doc. T77-079)

The next item of agenda, said Trustee Troy, was the Change in Name of Departmental Title to Department of Aerospace Studies (Doc. T77-079). This change, he said, was a redesignation of the Department of Air Science in the Division of Military and Air Science. Such changes had been made by many other institutions but had not been done at UM/Amherst because of possible confusion with the Department of Mechanical and Aerospace Engineering in the Engineering School. The word "Aerospace" has now been dropped from the name of the Engineering School department and therefore the redesignation now seemed appropriate. On motion made and seconded, it was

VOTED: To redesignate the Department of Air Science in the Division of Military and Air Science at the University of Massachusetts at Amherst as the Department of Aerospace Studies, as set forth in Doc. T77-079.

UM/Amherst--UM/Boston--Basic Education

Trustee Troy said the last item of agenda for the Committee had been a discussion of Basic Education at UM/Amherst and UM/Boston. Because of the weather, he said, the Amherst personnel had not been able to attend the meeting, and because of lack of time, the Boston discussion had been limited to the basic skill of writing. At the next meeting discussion of this topic, he said, would be continued, and mathematics would also be discussed. Because the minutes were full and complete, he said he would not go into detail at the meeting, but he said the Committee was encouraged to hear how the faculty, particularly in the Department of English of the College of Liberal Arts, were facing up to the most vital problem of teaching accurate written expression to large numbers of students who come into the University severely unprepared despite some twelve years of exposure to English classes. He said that this was not a new problem and was not confined to the University, but was national in scope. He said, however, that a valiant attempt is being made to correct these deficiencies as early as possible in the college years, and that the Committee was pleased to hear of the dedication of the UM/Boston faculty to this cause.

Report of Committee on Student Affairs

Chairman Healey next called for the report of the Committee on Student Affairs. Trustee Shearer said that the minutes of the March 22 meeting of the Committee were also complete and referred Board members to them. She then summarized the highlights, saying that a recurring theme for the Committee was the matter of student support services at UM/Boston. She said the Committee had also considered the extension of the Need-based Tuition Waiver Policy for two academic years and the subject of student fees at UM/Amherst. No action was recommended at this

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time, she said, as these matters would also be on the agenda for the meeting of the Committee on Budget and Finance later this month before coming to the Board for action in May. At the April 14 meeting of the Student Affairs Committee, she said, student fees at UM/Boston and UM/Worcester would be discussed, and in June the Committee would consider the matter of student housing. That concluded her report.

Report of Delegate to AGB Conference

Chairman Healey asked Trustee Burack to report on the National Conference on Trusteeship held on March 13-15, sponsored by the Association of Governing Boards of Universities and Colleges. Trustee Burack said that since she had circulated a written report, her oral report would be brief. Some 600 persons attended the conference in Williamsburg, she said, and the two most productive sessions she attended were on Tenure and Collective Bargaining. Unfortunately, she said, they were held concurrently, so that she attended the formal session of the first and the informal session of the second. Richard Chait, Director of the Institute for Educational Management at Harvard, led the session on tenure, she said, at which alternatives to the tenure practice were discussed. He recommended strongly, she said, that Boards of Trustees set up guidelines for judging tenure appointments. He also stressed the need for a regular reviewing process on the relationship between tenure and the goals of the institution.

With regard to Collective Bargaining, she said, the informal session she attended had been rather disorganized but interesting. Participants included people from institutions who have not experienced the collective bargaining process to those who had been involved in it for some time. The first few years, she said, were reported to be the hardest, but the adversarial position continued. A small breakfast meeting on Governing and Coordinating Boards of Public Higher Education, she said, had also proved useful and productive.

Policy on Investments in Corporations Operating in the Union of South Africa

Chairman Healey asked Trustee Breyer if he was ready to read the amended motion on Investments in Corporations Operating in South Africa. Professor Breyer replied affirmatively, reading the motion. The amended motion was seconded and it was then

VOTED: The Board, deeply concerned about the South African government's racial policies, which it finds morally repugnant, determines that the Committee on Budget and Finance will review University investment policy to make certain that that policy will not further South African racial policies in any way, either symbolically or practically, and that the Committee will review University investment policy more generally to make certain it is being conducted in a socially responsible manner. The Committee is to make a progress report at the next meeting of the Board.

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Progress Report of Ad Hoc Committee on Reorganization

Chairman Healey next asked Trustee Breyer to report on the progress of the Ad Hoc Committee on Reorganization. Trustee Breyer said he had prepared a preliminary analysis of the reorganization bill for discussion purposes and the Committee had then met on March 23 with Richard Ames, Assistant Secretary of Educational Affairs, to discuss the points raised in the analysis. Discussion at this meeting had resulted in a consensus that a University policy should reflect the views of all segments of the University and, with that in mind, it was decided that position papers from both faculty and students from each of the campuses would be helpful.

The Chancellors had been requested to obtain this information for the Committee, after the receipt of which the Committee would meet to develop a statement incorporating University-wide views. Professor Sulzner said the faculty at UM/Amherst presently had a committee working on this matter.

Report of Delegate to the Board of Higher Education

Chairman Healey asked Trustee Troy for his report as Delegate to the Board of Higher Education. Trustee Troy said the Board had met on March 8 and had taken two important votes. The first allows degree granting rights to Massachusetts General Hospital in some specific areas at both the bachelor's and the master's level. The second, he said, was a vote related to reorganization of higher education. He said that Representative Anne Gannet had resubmitted the bill submitted last year by the BHE and the BHE had voted to support the bill with an amendment designating the Secretary of Education as an ex officio voting member. He said that BHE also supports, in general, the principles contained in the Secretary's bill. He then listed some of the qualifications that the BHE had expressed along with its approval of the Secretary's bill.

Trustee McNulty asked if it were appropriate at this time to ask the Board to reconsider its vote on the unit determination of the Collective Bargaining agent. Chairman Healey said that it was not in order and that if it should be necessary to reconsider the matter, a special meeting would be held for that purpose. He said that unless there was a serious prospect that the members of the Board would entertain favorably such a motion, he did not think the issue should be discussed. At least five or six members of the Board would have to express a desire to reconsider, he said, before he would consider reopening the matter. Chancellor Bromery said that with the establishment of the Trustee Ad Hoc Committee on Labor Relations, all matters relating to this subject should be referred to that Committee.

There being no further business, the meeting was adjourned at 3:50 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF BOARD OF TRUSTEES

May 4, 1977; 11:00 a.m.
Chancellor's Conference Room
Administration Building
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Baker, Batiste, Breyer, Burack, Clark, Crain, Dennis, Gordon, Marks, McNulty, Morgenthau, Robertson, Romer, Rowland, Shearer, Spiller, Troy; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis; Ms. Bluestone representing Trustee Fielding; Ms. Kaplan representing Trustee Okin; Secretary Hardy; Treasurer Johnson; Mr. Miller; Ms. Eichel, recorder

Absent Trustees: Trustees Carlson, McNeil and Winthrop

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Ms. Robinson, Vice President for Planning; Mr. Bench, Associate Counsel to the University; Mr. Cooley, Associate Vice President for Analytical Studies; Mr. Eller, Associate Vice President for University Policy

UM/Amherst: Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Baxter, Director of Budget and Control; Professor Schwartz, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Campbell, Vice Chancellor for Administration and Finance; Dr. Caper, Vice Chancellor for Health Affairs; Professor Smith, Faculty Representative

Guests: Ms. Joyce Alexander, Board of Higher Education; Mr. Stanley Chiz, Vice President, Alumni Association (Alumni Representative to the Board); Ms. Nancy Eddy, former Trustee; Mr. John O'Connell, Alumni Association

The meeting was called to order by Chairman Healey at 11:15 a.m. Chairman Healey asked first for an executive session to discuss the matter dealing with collective bargaining. At the conclusion of the executive session, he said, the meeting would continue in open session. At 11:18 a.m. it was moved, seconded, and on roll call unanimously

Executive Session

VOTED: To enter executive session to discuss a collective bargaining matter.

At 11:50 a.m. it was moved, seconded and

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VOTED: To end the executive session.

Expression of Appreciation to former Trustee Nancy Eddy

Chairman Healey reconvened the meeting in open session at 11:55 a.m. First, he expressed the thanks and appreciation of the Board to Nancy Eddy, who had served as an ex officio Trustee in her capacity as Chairman of the Board of Selectmen for the Town of Amherst. He said she had been very helpful in furthering good relations between the University and the community. Ms. Eddy, he said, would be continuing to serve the Commonwealth in her capacity as a member of the Governor's Advisory Committee of Municipal Officers on the problems of the cities and towns in the Commonwealth in addition to serving as Vice Chairman of the Board of Selectmen for the Town of Amherst.

Ms. Eddy responded that it had been a pleasure to serve on the University Board and that she knew her successor, Ms. Romer, would continue to bring the concerns of the Town to the Board.

Introduction of new Trustee, Diana H. Romer

Chairman Healey next introduced and welcomed Trustee Diana H. Romer, who he said was currently a graduate student at UM/Amherst, specializing in Educational Administration and Finance.

Introduction of UM/Amherst Associate Alumni Representative

Chairman Healey added that the Associate Alumni of UM/Amherst had formally voted to send a representative to Board meetings. He then introduced and welcomed Stanley Chiz as the alumni representative. Mr. Chiz, he said, is the Vice President and President-designate of the Associate Alumni. Mr. Chiz commented that he would like to make a pledge to the Board that his activities and those of the Association would be for the best interests of the University.

Approval of Minutes of Prior Meeting

Chairman Healey next called for consideration of the minutes of the previous meeting, and on motion made and seconded, it was

VOTED: To approve the minutes of the meeting of April 6, 1977.

Presidential Agenda

Chairman Healey then asked President Wood for his comments. President Wood said that on April 7 the University had testified on the FY 1978 budget request before the House Ways and Means Committee. There were questions concerning the status of collective bargaining, the admissions process at the Medical School and the UM/Boston physical education building. No questions were asked about the budgets of any of the campuses or the total University budget request for $131 million.

Budget Hearings

On April 14, he said, Chairman Healey and he met informally with the Chairman of the Joint House and Senate Ways and Means Committee and representatives of the other segments of public higher education to discuss the process of achieving the cost-

of-living and compensation adjustments mandated earlier for other State personnel by the Alliance settlement. He said they believed at the time that they had reached some understanding with respect to both the amount the University would need to meet the payments in full and the two processes of dealing with the organized faculty, on the one hand, and the salary schedule for the unorganized classified personnel, on the other. He said that further discussions had been held and the point had been reached where now all that was necessary was for the physical transfer of the necessary monies by the Comptroller to the University. The process for making the transfers, he said, is a matter that the Secretary of Administration and Finance and his associates must resolve. He said he had hoped to be able to announce that the adjustments could now be made, but he could not yet do so. Senator Olver and Representative Collins, he said, had been active in helping to resolve the obstacles between the mandated adjustments and the receipt of the money to cover them.

Regional Visits

On April 21, April 27 and May 3 he had made visits to the campuses and off-campus facilities, as well as visiting with other public and private college presidents. On these trips he also had briefing sessions with the local press, where he emphasized the importance of the University to key industries and the economic base of the Commonwealth: such as the major contributions of the Cranberry Station not only to the industry but to fresh water planning of the entire Cape; the activities of the Waltham Field Station and its relationships to the extermination industry, to florists, vegetable growers and the general public represented by 38,000 telephone inquiries annually from suburbanites in the metropolitan area and 16,000 visitors. He said one thing he had learned from these briefing sessions with the regional media was that there is an extraordinary lack of knowledge about the University and its activities. He said he felt that these visits had begun to correct this lack of information. However, he said he had received some very heartening testimony from President Justin McCarthy of Framingham State College and President Ernest Bartell of Stonehill College with regard to common concerns, as well as support from important industries and private sector activities.

Planning

President Wood said that interspersed with the other activities, discussions have been held with faculty, students and administrators on the three campuses with regard to the status of University planning. Since this is a major issue, he said, he had been following the standard practice of as wide-spread dissemination of information as possible. He said that he would briefly outline the history of the planning process and summarize the important issues. There have been essentially two streams of planning activity, he said, dating from the adoption of the 1973 governance document. He said, the three important events in the planning process were the deliberations in 1973 of the Academic Personnel Policy Committee, the 1974 five-year academic plan for UM/Amherst developed by Provost Gluckstern, and the Trustee meet-

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ing at the Parkman House in 1975, where five-year campus plans were discussed.

He said one stream of activities began last fall at a meeting of the Chancellor's Council, as a response to requests from the Academic Personnel Policy Committee that delegation of tenure-awarding authority to the campuses be considered because of the number and complexity of evaluations and the fundamental principles of peer group judgments. This matter was further discussed with the three Provosts, the Chairman of the Committee on Faculty and Educational Policy and with individual Trustees. He said that consideration of such a delegation of tenure authority had to be contingent on the development of plans, which had begun at the time of the Parkman House meeting, and that evaluation for tenure had to be in the context of campus long-range academic plans and goals.

He said it had been hoped that it might be possible for the Committee on Faculty and Educational Policy to consider in May and June the matter of further delegation of tenure-awarding authority, but it now does not appear to be possible this year since the development of campus long-range academic plans are still in process. He said this matter will now probably be considered at the same time as a review is undertaken of the whole matter of governance in the context of faculty collective bargaining.

The second stream of activities, President Wood said, also began with the governance document, which places the responsibility for preparing a master plan for the University with the President in conjunction with the Trustee Committee on Long-Range Planning, and with the Multicampus Planning Committee in an advisory role. He said the initial phase in the development of a master plan had been to conduct a campus-by-campus review that was essentially conservatory in nature, resulting in the various Long-Range Planning Committee policy statements on enrollments against a background of changed circumstances. The 1973 report on New Directions and New Realities, he said, had drastically altered the original plans and timetable for evolution of the Boston campus. The revised plan meant a reduction of some $55 million in capital outlay and a reordering of the entire original plan. At UM/Worcester, he said, consideration had been given to a proposal developed by then Dean Soutter, and again it had been determined that the plan would require modification due to lack of necessary resources; for example, the proposal for a facility for veterinary medicine had been rejected. At UM/Amherst, also, student typologies had been reviewed, guidelines developed for the student mix between graduate and undergraduate and a limit was placed on enrollments.

President Wood said that this year's activities had been devoted to providing a framework within which all the campuses could work in developing plans for academic programs, student support services, administration and physical facilities.

The schedule was tied to the budget cycle, he said, in the hope of escaping the snare of having budgets drive the programs. Having lived for three years, he said, with these matters being determined by the budget, it was now time to make a statement about what kind of university it should be and to determine what directions a viable university should take in a rapidly changing environment and a changing student body.

As the planning progressed, he said, it had been found, for example, that at UM/Amherst applications were down 25 percent from last year and 29 percent from 1975; however, the yield was up 40 percent from last year and 4 percent from 1975. The institution of an application fee, he said, could probably explain some of the decline in applications. He went on to say that studies at UM/Amherst show that since 1973 the instructional workload in Arts and Sciences has declined 8.7 percent, in Natural Sciences and Mathematics it has increased 18.1 percent; however, workload in Arts and Sciences minus Natural Sciences and Math has declined 19.9 percent, and in the professional schools excluding Education it has increased 18.7 percent. It had also been found that 60 percent of all instruction was in the Arts and Sciences. Students in the professional schools take 30-45 percent of their instruction in the Arts and Sciences.

Circumstances change, said President Wood, but planning must start at a given point in time, with a basic set of data. Since the President's Office is responsible for the initiation of planning, he said, based on the data available, some initial assumptions had been made. He said these assumptions and guidelines, after Trustee review, would be forwarded to the campuses for reaction and ultimately provide the framework within which campus plans are refined.

Given the development of general directions and priorities over five years, from which resource determination flows, said the President, it is then possible to plan a resource strategy and estimate what funds can be sought from the state, the federal government, the alumni, foundations and the private sector and to begin to match the interests of the various agencies and organizations with the aspirations, needs and programs of the University. President Wood said explicit in the planning process is the assumption that the University has certain basic needs which must be met by resource planning if it is to survive, prosper and go forward and this was explicit in his instructions that one does not prepare a doomsday plan. A doomsday document, he said, simply ties the University to the budget and it also implies that the University is prepared to go no further than present conditions dictate. The planning document, he said, is a statement of what the University sees to be genuine needs. It sets forth assumptions and propositions that speak to demographic and economic trends of a universal or statewide nature and, using authoritative data from outside of the University, has tried to make some state-

ments about the University on the basis of existing data. He said one assumption is that the state will be successful in its attempt to restore its economic base. This assumption was based on the work of the Council for Northeast Economic Action, data provided by regional economists and banking industry projections. Another assumption, he said, relating to enrollment, was made after studying high school graduation forecasts of students now in elementary and secondary schools in the Commonwealth who will be going on to college. He said it was assumed that this number, and the University's share of this number, would not abruptly change. In addition, with regard to the changing clientele of higher education, he said, there are three new sources of clientele whose educational needs are not clearly known as yet--the elderly, those in mid-career, and women who are returning to professional life after their families no longer require their presence in the home. He said also considered, but not reflected in the statement of assumptions, was the possibility that young people out of high school might opt for work experience before going on to college. Also considered were the numbers of master's and doctoral students in the professional and arts and science areas. He said this data was being reviewed in relation to each of the campuses, in the light of their quite different goals.

The document reviewed by the Long-Range Planning Committee and currently under consideration, he said, represented broad stroke assumptions which seemed to be reasonable based on past experience. It is expected, he said, that feedback on the assumptions and scenarios will be received from all parts of the University for reconsideration. He said he was hopeful that the assumptions would then be the basis for the beginning of an evolving statement of priorities and missions that would impact on academic programs, support services, and capital outlay and maintenance budgets, so that the needs of the University can be met in an orderly way rather than continue a practice of having to rob Peter to pay Paul. President Wood said that the document was an attempt to set a rationale and a framework for the development of a five-year plan which could be used to defend the University budgets, and which could be issued as a reasonable and cogent public statement of the University's goals as a means of counteracting the varying misconceptions now held, ranging from the belief that the University is expanding mindlessly to the idea that it is falling back to a British square in a state of seige.

Report of Committee on Long-Range Planning

At the conclusion of President Wood's remarks, he said that he would ask the Chancellors to forego their comments, and the Chairman then asked Trustee Rowland to report for the Committee on Long-Range Planning. Trustee Rowland first thanked the President for giving the history of the planning process. She then commented that the Board might find her horoscope for the day amusing, which forecast the following: "A good day for long-range thinking and plans. Review carefully before launching unfamiliar ventures, but do not hesitate to try for a new achievement."

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Her report, she said, came as part of a general and extended dialogue about the planning process for the University. As her cover memo last week suggested, she said, Planning Assumptions for the University (Doc. T77-094), were part of a three-year process of discussion and study by the Committee on Long-Range Planning. The Trustees, she said, had quite frankly been finding their way as to the appropriate issues and manner for the Trustees to fulfill their responsibilities for shaping the University's plans and direction. In general the Committee had concentrated on setting guidelines regarding the rate and limits of campus growth and the "mix" of graduate and undergraduate, part-time and full-time, upper and lower division students. These guidelines had important implications for program development and capital planning. They represented extensions and modifications of plans which have been assumed or written at various times during her 12-year tenure on the Board. But they also represented the beginning of a much more deliberate effort to shape the University in response to changing times, expectations and resources.

When the Long-Range Planning Committee met on April 20, she said, the initial discussion dealt with how the basic planning assumptions and guidelines before them in draft form were related to the University's and Committee's planning efforts of previous years, and how to make clear the distinction between the master planning assumptions and the particular proposals and reallocations contained in the preliminary campus academic plans put forward by the Provosts. The substance of this discussion, said Trustee Rowland, was reflected in her cover memorandum of April 26, and the more extensive review by President Wood of the planning process. She called particular attention to the Committee's conviction that the planning process should be broadly consultative, but that "it must also take place within a context of assumptions, priorities and expectations which had been established by the Trustees."

The discussion today, she said, was in this context. She also emphasized that adopting the assumptions as presented or amended did not imply approval, or disapproval, of currently proposed campus academic plans. It provided a framework within which those plans could be discussed, reviewed, and expanded to address other areas.

Trustee Rowland said she felt it was fair to say that the Trustees on the Committee had very few questions or disagreements on the planning assumptions and campus guidelines. She said she believed the primary reason for this was that they were reasonable and general and represented no major departures from what most of the Trustees had assumed or accepted for some time. In response to a question raised by the Boston faculty representative about allocations for liberal arts vis-a-vis professional or career-oriented studies, she said, the Committee added a phrase to the assumptions speaking to an "appropriate balance" between the two. She said she believed the lack of debate reflected

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further the realization that the University is in an evolutionary and flexible process. The assumptions and guidelines, she said, were not set in concrete, nor should they be.

She then highlighted some points made in the campus guidelines. With regard to enrollment at Amherst, she said, the guidelines are basically a restatement of those already adopted by the Board. The Worcester guidelines with regard to enrollment, she said, are somewhat different, representing a goal of expanding clinical education programs in the allied health area in collaboration with other educational institutions. The expansion of the medical school class size is really a prediction that within the next five years the University will take advantage of the opportunity to serve more students within the same facilities and without proportionate expansion of faculty. The Boston guideline of 8500-9000 students within the planning period represents a slower, more deliberate growth than that anticipated in the Trustees' guidelines of three years ago, and those were a substantial reduction from the original master plan for the campus. She said she thought this was evidence of a prudent and flexible approach. The statements about strengthened student support services, she said, also reflected a long-standing commitment of the Trustees and University administration.

In conclusion, Trustee Rowland emphasized that the assumptions and guidelines were important in providing a consistent backdrop for detailed planning where that is appropriate and also for decision making by both Trustees and administrators, and that she believed the Trustees collectively had the obligation to approve and determine the pace and direction in which the University should move forward. She then read the proposed vote:

> MOVED: To direct the President to transmit to the Chancellors the planning assumptions and scenarios for the University that are contained in Doc. T77-094 to serve as guidelines in the further development of campus plans and in the continued development of the master plan for the University.

Trustee Morgenthau said that although she welcomed the opening of the process and found the proposed document stimulating, interesting and an excellent basis for discussion, she was not yet ready to accept the document as guidelines from the Trustees. She then proposed the following amendment, which she said would allow the Trustees who had not participated in the Long-Range Planning Committee meeting to begin the process of discussion and to determine what guidelines they wished to set:

> MOVED: To direct the President to transmit to the Chancellors the planning assumptions and scenarios for the University that are contained

in Doc. T77-094 so as to further discussion leading to the development of campus plans and the continued development of a master plan for the University.

Trustee Burack asked if the effect of Trustee Morgenthau's amended motion was to change the action so that the Board would not be approving the guidelines, which she said she was not ready to do. If so, she suggested that the word "tentative" be inserted before "planning assumptions" to clarify the intent further. She said since the implications of the guidelines were far reaching, she would not want to take an action before she had listened to views from all the campuses. When this had occurred, she said, then she believed the final decision was a Trustee responsibility.

Chairman Healey asked if Trustee Burack would accept the word "preliminary" instead of "tentative." She said that "preliminary" would be an acceptable substitute.

At the request of Trustee Marks, Secretary Hardy read the amended motion, as follows:

MOVED: To direct the President to transmit to the Chancellors preliminary planning assumptions and scenarios for the University that are contained in Doc. T77-094 so as to further discussion leading to the development of campus plans and the continued development of a master plan for the University.

Chairman Healey asked if the amendment was acceptable to the Committee on Long-Range Planning. Trustee Rowland replied that the Committee had made its recommendations and it was understood that the assumptions were not set in concrete.

Chairman Troy said he was concerned that the guidelines were not really broad stroke, since he said there were several very specific proposals included. He cited several assumptions which he felt needed Board discussion as to their implications.

Chairman Healey said that the document was meant to serve as a basis for further discussion. Trustee Marks said he could accept the amended motion, for he believed it would still enable the Long-Range Planning Committee to proceed with discussion of the assumptions item by item. Trustee Robertson said that he felt the word "preliminary" was unnecessary since the document spoke for itself; however, he did not believe the amendment to the motion changed the intent that the document would serve as the basis for discussion and that feedback from faculty, students and others would be sought. Trustee Burack said that the assumptions required discussion and agreement by the Trustees.

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Trustee Breyer said that he had voted for the assumptions, not because he agreed with every assumption, but because he felt it was a means of forcing the campuses to make choices and to develop viable alternatives. He said the assumptions could be debated item by item, but this process would be too slow. The alternative was what the proposed document was meant to do--to force the development of alternatives which will present the Trustees and others with real choices. If the language of the motion was too weak, however, there was also the danger that the assumptions would not be taken seriously. He emphasized the importance of forcing hard choices and fostering competition for limited resources between departments if the University is to avoid universal mediocrity.

Ms. Bluestone objected to major assumptions being presented to the Trustees prior to individual campus discussions of them and she questioned the validity of some of the assumptions as she felt she had not been presented with adequate documentation.

President Wood replied that these assumptions had been developed as a set of reasonable propositions based on reasonable background documents on which a group of professional staff had been at work for some time. He added that these were beginning assumptions, which it is not expected will be accepted on faith, but which will be used as a means of getting data and plans from the campuses. But unless some fairly explicit statements are made, the hard issues will not be faced and the planning process will falter and be abandoned. The purpose of the document, he said, is to focus the attention of the campuses on the issues involved.

Chairman Healey reemphasized that the Board was not being asked to approve each individual assumption but merely to approve the assumptions as a basis for the planning process.

Trustee Morgenthau said she found the document to be an excellent basis for discussion. She could not, however, accept the word "guidelines" because she had seen what happens once guidelines are approved.

At 1:00 p.m. Chairman Healey recessed the meeting. The Chairman reconvened the meeting at 2:10 p.m. He asked Trustee Rowland if there had been any further discussion on the amendments to the original motion. Trustee Rowland said that she had polled those members of the Long-Range Planning Committee who were present and they had agreed to accept a further revision of the motion by Trustee Morgenthau. She then read the further amended motion:

Planning Assumptions for the University (Doc. T77-094)

MOVED: To direct the President to transmit to the Chancellors the planning framework for the University outlined in Doc. T77-094 so as to further discussion leading to development of

campus plans and the continued development of a master plan for the University.

Trustee Burack then requested a further amendment to the vote, asking that the words "as a basis of discussion by faculty, students and Trustees" be inserted after the words "so as" on the third line of the vote. This amendment was not accepted by Trustee Rowland.

Trustee Crain said he had some questions regarding the document which he would like to resolve before he was asked to vote on the motion. He then cited several assumptions about which he had questions and said he hoped the Trustees might set aside a day for a full discussion of all the assumptions. He suggested that this might possibly be done during the informal retreat of the Trustees.

Trustee Spiller questioned the value of the Committee structure of the Board if every action by a committee was to receive such full discussion by the Board. Either there had to be trust among the membership of the Board, or there was no reason for committees to meet. He said there was a basic management and organizational problem which must be faced by the Board if it hopes to function. Chairman Healey agreed that Board procedures did need to be discussed and this would be done at the meeting at the Parkman House in June.

Trustee Troy said that when issues of this magnitude arose, he felt the need for full discussion by all the members of the Board before a judgment was made and action taken.

Chairman Healey said he agreed that the process had to allow for further consideration by all the constituencies of the University before final action was taken.

Professor Sulzner commented that he felt that before the campus was asked to initiate the intensive planning process with which it had been involved over the past month, the Board's guidelines should have been agreed upon and made available for use in the planning process.

President Wood responded to Professor Sulzner's comment by reminding him that the Board had a year ago adopted a planning framework for the Amherst campus after one year of consultation with the campus. That document, he said, was, or should have been, the basis for the first stream of the planning process. The proposed document, he said, was more comprehensive and was the means of implementing the second stream of planning.

Secretary Parks said he could support the motion, but asked by what process the Board would then make the hard decisions that must be made.

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Professor Boelcskevy said the UM/Boston faculty asked for assurance that faculty and students would have input into the final decisions.

President Wood said that the governance document spelled out the planning procedures, that these procedures had been followed during the three years of planning and would continue to be followed.

Trustee Troy said a group of faculty and administrators from UM/Amherst and UM/Boston would be meeting on May 10 with members of the Committee on Faculty and Educational Policy to discuss their concerns about faculty participation in the planning process. This, he said, is another reason why he would like to hold off in making a decision at the Board meeting on the planning assumptions.

Chairman Healey asked President Wood if he would briefly summarize the process by which these assumptions had come about. President Wood said that he had attempted to do that in his introductory statement and would only add that the present proposal was developed beginning with two meetings of the Committee on Long-Range Planning and continued at the last meeting and was now, he believed, in appropriate form to forward to the campuses for response. The manner of the response, he said, he would leave to the good judgment of the Chancellors. Trustee Morgenthau said that the purpose of her amendment was to focus attention on the fact that planning was a continuous process. She said it must be made quite clear that faculty and students were absolutely essential in the feedback process in the continuing development of the plan.

Trustee Breyer commented that it seemed to him better to take action on the assumptions document at this meeting than to call the process to a halt. He said it is necessary, in his opinion, to force students, faculty, administrators and Trustees to take the planning process seriously, while understanding that discussions will continue as the planning process evolves.

The motion on the floor was then

VOTED: To direct the President to transmit to the Chancellors the planning framework for the University outlined in Doc. T77-094 so as to further discussion leading to development of campus plans and the continued development of a master plan for the University.

For the motion: Trustees Breyer, Dennis, Gordon, Healey, Marks, Morgenthau, Robertson, Rowland, Spiller and Wood; Mr. Callahan representing Trustee Anrig; Secretary Parks representing Trustee Dukakis.

Against the motion: Trustees Baker, Batiste, Burack, Crain, McNulty, Shearer and Troy; Ms. Bluestone representing Trustee Fielding and Ms. Kaplan representing Trustee Okin. Ayes--twelve; nays--nine.

MOTION CARRIED.

Trustee Marks asked the privilege of stating the implications inherent in the foregoing vote: 1) that the vote validated the process of long-range planning; 2) that there remains some disagreement on some of the assumptions which will require resolution; and 3) that the process of resolution will include input from all the constituent groups of the University family. President Wood said that in his letter transmitting the assumptions to the campuses, he would make those points.

Trustee Batiste requested that a joint meeting of the Committees on Faculty and Educational Policy and Long-Range Planning be called to discuss this matter further. President Wood said it was his understanding that the discussion would take place in a meeting of the full Board. Trustee Batiste asked if this discussion would take place on June 20 at Parkman House. Trustee Gordon said it was his understanding that the meeting at the Parkman House was for the purpose of dealing with Board procedures and not substantive issues. Chairman Healey said that Trustee Gordon's understanding was absolutely correct that the June 20 meeting would deal with Board procedures and responsibilities.

UM/Boston--Statements of Student Concerns

Trustee Baker said that in the context of long-range planning she was requesting the Chairman's permission to forward to Board members two statements from the student body of the Boston campus, outlining their concerns regarding the future of the University, one from The Coalition for Student Rights and the other from the Student Activities Committee. Chairman Healey said the Board would be happy to receive the statements from the students.

Report of Committee on Budget and Finance

Chairman Healey turned to the report of the Committee on Budget and Finance and, in the absence of Trustee Carlson, asked Trustee Spiller to report on the April 20 meeting. Trustee Spiller said that the minutes of the meeting were detailed and, therefore, he would, in the interest of time, try to be as brief as possible. He said the President had commented earlier on the status of the FY 1978 budget request and the FY 1977 budget and related issues, which had also been discussed at the Budget and Finance meeting. He said the Committee had heard a report from Standish, Ayer & Wood, investment counsel, and had accepted their recommendation for some small changes in investment holdings. The Committee had then discussed the issue of its investments in corporations operating in South Africa and its protectorates. Treasurer Johnson reviewed the letter which had been sent to each corporation in which the University has invested and circulated

Discussion of South African Investments and Appointment of Subcommittee to make Recommendations

the only response to date. Mr. Johnson and Vice President Simmons outlined the efforts they have been making to get information about the extent of corporate involvement in South Africa and noted the difficulty in obtaining detailed and accurate data. After further discussion, he said, Chairman Carlson had proposed that a subcommittee be established to review the portfolio holdings on a case-by-case basis and to recommend any changes they felt should be made in the investment policy and any divestiture action which should be considered on the basis of their review.

The Committee next discussed the matter of New Fees and Fee Increases--UM/Amherst, UM/Boston and UM/Worcester, he said, and asked Trustee Shearer, Chairman of the Committee on Student Affairs, which had discussed the substantive issues involved, to comment. Trustee Shearer said that the Committee had discussed the fee increases and new fees and had been satisfied that they were reasonable and justified. She said that last year a mandatory health fee for part-time students had been approved for a one-year trial basis. The Committee, she said, had reviewed this matter and recommended the continuation of the fee. Trustee Spiller then called for the fee votes.

On motion made and seconded, it was

UM/Amherst--Fee Increases (Doc. T77-053A)

VOTED: To approve fee increases for UM/Amherst as set forth in Doc. T77-053A with the exception of the proposed establishment of the Institute for Man and Environment Research Services Trust Fund and the Instructional Trust Fund.

and

UM/Amherst--UMBA Residence Hall Fee Increases (Doc. T77-100)

VOTED: To recommend to the University of Massachusetts Building Authority that the increases in the rates and charges for Building Authority projects on the Amherst campus, as set forth in Doc. T77-100, be approved, effective commencing with the beginning of the 1977-1978 academic year.

and further

UM/Boston--Student Fees (Doc. T77-085)

VOTED: To approve the new fees and fee increases proposed by UM/Boston, outlined in Doc. T77-085, with the exception of the Compulsory Health Insurance Fee for Foreign Students.

and also

UM/Boston--Health Services Fee

VOTED: That all part-time graduate and undergraduate students at the University of Massachusetts at Boston be required to pay a health service fee in the amount of 50 percent of the health

service fee required of full-time students; further, that full-time graduate students be required to pay the same health service fee required of full-time undergraduate students. The Chancellor of the University of Massachusetts at Boston shall be and is hereby authorized in extraordinary cases to waive the fee to be paid by part-time graduate and undergraduate students at his discretion.

and in addition

VOTED: To approve the increased schedules of rental fees for the housing program provided through the Housing Trust Fund at the University of Massachusetts at Worcester; provided, that rents for unfurnished, single rooms shall range from $70 to $90, for furnished, single rooms from $80 to $100, and for one bedroom apartments from $163 to $173, in accordance with the value-point system in effect in the housing program.

UM/Worcester--Increase in Student Housing Fees

and finally

VOTED: To approve a Student Health Service Fee of $100 per student, with an additional fee of $75 to cover all dependents of a student, at the University of Massachusetts at Worcester.

UM/Worcester--Student Health Service Fee

The Committee, said Mr. Spiller, next considered the matter of the Need-based Tuition Waiver Policy (Doc. T76-071), also discussed by Student Affairs; and that Committee had approved its extension for two more years. After hearing the report of the Student Affairs Committee, he said, the Committee on Budget and Finance also recommended the extension of these waivers. On motion made and seconded, it was then

Need-based Tuition Waiver Policy (Doc. T76-071)

VOTED: To extend for the academic years 1977-1978 and 1978-1979, the need-based tuition waiver policy as approved by the Board on May 5, 1976, and contained in Trustee Document T76-071; further, to direct the Financial Aid Offices to include amounts of tuition waived and profiles of waiver recipients in their semi-annual reports to the Committee on Student Affairs on Admissions and Financial Aid; and further, to direct the Financial Aid Offices to report to the Board immediately in the event that drastic changes in federal or state financial aid funding warrant reconsideration of the policy.

The next item considered by the Committee, he said, was the Establishment of Turner Endowment Fund (Doc. T77-088), and

after a brief discussion the Committee had recommended favorably on this item. On motion made and seconded, it was then

Establishment of Turner Endowment Fund (Doc. T77-088)

VOTED: To accept the bequest of $31,056.36 under the will of Howard A. Turner, Class of 1912, and establish a memorial Endowment Fund with the income earned during the previous fiscal year to be transferred to the Chancellor's Special Trust Fund, where the unrestricted income may be used for high priority activities as the Chancellor may deem to be in the best interest of the Amherst campus.

UM/Worcester--Group Practice Fringe Benefit Report (Doc. T77-090)

The Committee had next discussed, he said, the Group Practice Fringe Benefit Report--UM/Worcester (Doc. T77-090). He asked Trustee Robertson, Chairman of the Committee on Health Affairs, which had also discussed this matter, to comment on their reaction to the proposed benefits. Trustee Robertson said the authorization for the development of the fringe benefit plan was approved by the Board, ~~he said,~~ when it approved the Rules and Regulations for the operation of the Group Practice Plan, which stipulate that the fringe benefit plan must be approved by the Trustees and further that the dollar cost of the benefits cannot exceed 10 percent of total salary. He said that the total salary plus the benefits equal the total compensation of members of the Group Practice. The Group Practice Fringe Benefits Committee, he said, engaged the Wyatt Company to develop the fringe benefits program. The program that they developed has the approval, he said, of the campus Fringe Benefits Committee, the Chancellor and the President, and the initial benefits represent a cost of from 2 to 2.5 percent of the total salary. As the Group Practice grows, more benefits can be provided, he said. The benefits, said Trustee Robertson, are divided into two categories, mandatory and optional. The mandatory benefits, he said, include dental coverage, term life insurance and long-term disability insurance. Optional benefits include additional life insurance coverage, a tax-sheltered annuity, coverage for educational expenses, charitable deductions and tax and consultation service. Should at any time the group practice income drop to a point where it could not cover the benefits, he said, the premiums would be borne by the Group Practice members.

Trustee Robertson said that after reviewing the plan in detail, the Committee on Health Affairs had voted to concur in the recommendation of the Committee on Budget and Finance that the Board approve the plan. Trustee Spiller then called for the vote and on motion made and seconded, it was

VOTED: To authorize the Chancellor/Dean of the University of Massachusetts at Worcester to implement the components of the fringe benefit program as outlined in Section 2 "compulsory benefits" and Section 3

"cafeteria benefits" as set forth in Trustee Document T77-090, pursuant to the requirements of Section 11F of the Rules and Regulations of the University of Massachusetts Medical School Group Practice (Trustee Document T75-144A).

UM/Worcester--AHMAC Contract

Trustee Spiller said the Committee on Budget and Finance had next heard a report of progress being made on expediting billing and collections at the University Hospital. The campus had engaged the firm of AHMAC Corporation of Ardmore, Pennsylvania, to handle the billing procedures for the departments of Radiology and Pathology. The Committee, he said, had been pleased to hear of the results being obtained, but asked that the cost effectiveness of the system be monitored on a continuing basis.

UM/Worcester--Hospital Rate Increases (Doc. T77-089)

Trustee Spiller said the Committee had next discussed the matter of the proposed Hospital Rate Increases-UM/Worcester (Doc. T77-089). These rate increases were included in the FY 1978 revenue plan presented in March. However, at that time a 20 percent increase was projected for January 1, 1978. After consultation with the firm of Ernst & Ernst on revenue projections, the campus is now requesting a 10 percent increase, effective June 1, 1977. Although the total revenue for FY 1978 would not increase, the real advantage, he said, lay in being able to collect increased revenues earlier and thereby to project revenues more accurately. Also, the Federal Government may restrict rate increases in the near future.

Trustee Spiller added that Mr. Eller had reported that the Hospital Management Board had recommended that the Chancellor seek the increase at the earlier date. Even with the increase, he said, the rates will still be below cost, and the Rate Setting Commission is supportive of the proposed increase in rates. Chancellor Bulger added that one of the purposes of the rate increase is to spread the costs among the third-party payers so as to minimize the impact on the Commonwealth.

Secretary Parks added that at the budget hearings it had been proposed that a revolving fund be established so that the revenues collected by the Hospital would be returned to the Hospital. Under this system, he asked, was the rate increase still necessary. Also, he asked what would be the average increase in bed rates. Chancellor Bulger explained that the greater the revenue, the less the ultimate cost to the state, and that the cost for a private bed would increase from $155 to $170 per day. Secretary Parks said that since the state pays for Medicaid costs, the increase in rates also represents an increase in cost to the state. Chancellor Bulger replied that the revenues represented by Medicaid were a small percentage of the total revenues, approximately 8 percent.

Ms. Bluestone said that she would abstain from the vote, but she wished to go on record as being opposed to the sentiment

that the rate increase should be secured before July 1 because of a possible cap being imposed by the federal government on rate increases.

Trustee Spiller asked for a vote on the rate increases, and on motion made and seconded, it was

VOTED: To authorize the Chancellor of the University of Massachusetts at Worcester to seek an increase of hospital rates for the University Hospital effective June 1, 1977. The weighted average of the rate increases shall not exceed 10 percent: such rate increases to be as generally outlined in Trustee Document T77-089. Further, to request the Rate Setting Commission to approve said increase.

Secretary Parks representing Trustee Dukakis and Ms. Kaplan representing Trustee Okin opposed the motion. Trustee Burack and Ms. Bluestone, representing Trustee Fielding, abstained from the vote.

UM/Worcester--Authorization to use Blue Cross Current Financing

Trustee Spiller said the next item discussed by the Committee was a request from Chancellor Bulger for Authorization to use Blue Cross Current Financing. It was possible under the terms of the contract, he said, to request an advance of funds to finance pending claims. There was no opposition to this proposal and on motion made and seconded, it was

VOTED: To authorize the Chancellor of the Worcester campus under the provisions of the current Blue Cross contract to take the necessary procedural remedies in order to assure current financing of patient service claims incurred on the account of Massachusetts Blue Cross Incorporated.

UM/Boston--Fund Transfers (Doc. T77-095)

Trustee Spiller said that concluded the business of the April 20 meeting. The Committee, he said, had met again on the morning of the Board meeting, and at that meeting had recommended the approval of Fund Transfers Among Subsidiary Accounts--UM/Boston (Doc. T77-095). Secretary Parks asked the purpose of the transfer. Mr. Baxter, Director of Budget and Control, replied that the money was being transferred from the heating account, where savings had been realized, to cover the cost of the cost-of-living adjustments. Also, he said, $25,000 to $30,000 was being transferred to cover some vacant positions on the campus police force, at the heating and chiller plants, and in the secretarial staff. There being no objections, on motion made and seconded, it was

VOTED: To approve the fund transfers among subsidiary accounts at the University of Massachusetts at Boston, as detailed in Trustee Document T77-095.

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UM/Amherst--Collective Bargaining Agreement with Local 432, Unit B, The International Brotherhood of Police Officers (Doc. T77-098)

Trustee Spiller said the Committee had next considered a Collective Bargaining Agreement Between the University of Massachusetts and Local 432, Unit B, The International Brotherhood of Police Officers--UM/Amherst (Doc. T77-098). The Committee, he said, recommended the approval of this agreement.

Professor Sulzner expressed the view that this was a basically symbolic vote since no money had been transferred to the University's account to pay the cost-of-living adjustments represented by the agreements already ratified. He said he felt the Board of Trustees and the University administration were being unfairly blamed for the fact that no increases had been received. He said he did not believe the Trustees should allocate the money until it had been transferred to the University account. However, he said, Secretary Parks had indicated in January that there would not be a problem with the transfers, that people would be getting their money. He said that people at the University had gone thirty-six months without a pay increase and he felt that was inexcusable. He said he was not certain whether the blame lay with the Legislature or the Governor's Office, he suspected with the latter, but it had been six months since the pay increase was authorized, and the money had not yet been transferred.

Secretary Parks responded that at first the position taken by the Governor and the Secretary of Administration and Finance was that money in the salary reserve accounts of the universities and colleges would be replaced as required, but that up-front money would not be provided. The second position taken, he said, was that Secretary Buckley would release the money up front, if the institutions would allow the state Office of Employee Relations to handle all the collective bargaining for the various colleges and universities. Secretary Buckley would have agreed to release the money, he said, but he was then told by the Legislature that to release the money required legislative action. As a result, he said, the matter was now with the Ways and Means Committee. He said that he understood it might now require a conference committee of the two houses before the funds could be released, but the administration had agreed to its release.

On motion made and seconded, it was then

VOTED: To approve the Agreement between Trustees of the University of Massachusetts and Local 432, Unit B, The International Brotherhood of Police Officers (Command Officers), (Doc. T77-098); provided, however, that no wage increases as specified in said Agreement shall become effective until the Governor has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

Board
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Report of Committee on Student Affairs

Chairman Healey next called on Trustee Shearer to report. Trustee Shearer said that the Committee on Student Affairs had recommended action on the student fees and the need-based tuition waiver policy, but that the Board actions on these matters had been taken under the report of the Committee on Budget and Finance. She said that the matter of the Athletic Tuition Waivers had not been forwarded to the Committee on Budget and Finance and that there would be further consideration of this matter next month. The minutes which had been distributed, she said, reported fully the Committee's deliberations.

Report of Committee on Health Affairs

Establishment of Primary Teaching Practice in Uxbridge (Doc. T77-093)

Chairman Healey asked next for the report of the Committee on Health Affairs. Trustee Robertson said that the minutes of this meeting were also complete but that in addition to the action already taken during the report of the Committee on Budget and Finance, his Committee did have one further recommendation to the Board, which was the establishment of a Primary Teaching Practice in Uxbridge (Doc. T77-093). In 1975, he said, a group of citizens in the Blackstone Valley had approached the University to see if an arrangement could be made whereby the University could provide physicians to this underserved area. The community will provide the facility and the University will provide the physicians for the Tri-River Family Health Center. Action is required to authorize the Chancellor to submit a certificate of need and other preliminary requirements as provided in the proposed vote. On motion made and seconded, it was then

VOTED: To authorize the Chancellor of the Medical Center to submit together with the Tri-River Family Health Center Development Corporation a Determination of Need Application to the Massachusetts Department of Public Health and to conduct such negotiations as are necessary to establish a primary care teaching practice in Uxbridge, Massachusetts, as set forth in Doc. T77-093; provided, however, that the Trustees shall review said program prior to the Chancellor signing any contract with the Tri-River Family Health Center Development Corporation on behalf of the Medical Center.

Report of Committee on Faculty and Educational Policy

Following this action, Chairman Healey said that he apologized for having to leave the meeting for another appointment. At the Chairman's request, Trustee Dennis assumed the chair. Trustee Dennis asked for the report of the Committee on Faculty and Educational Policy. Trustee Troy reported that the Committee had met on April 22, and first considered requests from the Collegiate Committee on Resources of the College of Liberal Arts at UM/Boston and the faculty of the College of Arts and Sciences at UM/Amherst to meet with the Committee regarding their concerns about the allocation of resources and the role of liberal arts in the University. The Committee will be meeting with these

groups on May 10, he said. The Committee then on roll call went into executive session to discuss some personnel matters. At the conclusion of the executive session, said Trustee Troy, the Committee had recommended two actions. The first, he said, was a matter of concurrence in the Appointment of Dr. Douglas Vickers as Professor of Economics with Tenure--UM/Amherst (Doc. T77-091). Trustee Burack, he said, had been opposed to this vote because she is unalterably opposed to initial or early tenure appointment as a matter of principle and believes it is unfair to junior faculty and, therefore, detrimental to faculty morale. Trustee Troy reported that Trustee Crain, although he voted for the motion, also had expressed some reservations, expressing particular concern for the lack of sensitivity to the need for affirmative action in such fields as economics, where in the past few women have tended to major. He had said there was a need for more role models, especially in senior positions.

UM/Amherst--Concurrence in Appointment of Dr. Douglas Vickers as Professor of Economics with Tenure (Doc. T77-091)

Trustee Burack asked to know what the agreed upon salary was and to be assured that no state funds and no trust funds were being used to pay for moving expenses of the above appointee. Provost Puryear said his salary was within the professorial salary range and that the practice of the University has been to pay moving expenses when appropriate. Trustee Burack asked that an opinion be obtained from counsel as to the legality of paying such expenses.

On motion made and seconded, it was then

VOTED: To concur in the appointment by the President of Douglas Vickers as Professor of Economics with tenure at the University of Massachusetts at Amherst, as set forth in Trustee Document T77-091.

Trustee Burack asked to be recorded in opposition for the reasons stated by Trustee Troy, above.

Trustee Troy said the second action concerned a Waiver of Sabbatical Leave Requirement--UM/Boston. Under the University Sabbatical Leave Policy, a faculty member is required to return for at least one year of service following the leave. Professor Suzanne Gassner, who had postponed her sabbatical leave for one year at the request of the Dean, has requested a waiver of the requirement. The campus administration has recommended that it is in the best interest of the University and Professor Gassner that the waiver be granted. On motion made and seconded, it was

UM/Boston--Waiver of Sabbatical Leave Policy

VOTED: To waive the requirement that Professor Suzanne Gassner return to the University on completion of her sabbatical leave on August 31, 1977.

Trustee Troy said the Committee had next considered a

UM/Boston--Change of Name of College of Liberal Arts to College of Arts and Sciences (Doc. T77-084)

request for Renaming the College of Liberal Arts--UM/Boston (Doc. T77-084) to the College of Arts and Sciences. Both the faculty and the Dean felt the proposed name more accurately describes the scope and nature of the college and more clearly indicates that all the sciences are in the unified college. The proposal also has the approval of the Assembly and the Chancellor, he said. On motion made and seconded, it was

VOTED: To redesignate the College of Liberal Arts at the University of Massachusetts at Boston as the College of Arts and Sciences, as set forth in Doc. T77-084.

Master Planning

Trustee Troy said the Committee had also had a long discussion of Master Planning but he would not try to summarize it at the Board meeting.

Basic Education

Trustee Troy said that the final agenda item had been a report from the Amherst campus on the Rhetoric program there. Since the Committee had still to hear from the College of Public and Community Service at UM/Boston on this subject, he said, he would wait until the next meeting to summarize the reports and responses to "the eternally interesting subject of Freshman English."

UM/Amherst--May 1977 Preliminary Graduation Lists (Doctoral only) (Doc. T77-099)

Trustee Troy said he was proposing action on one other item--the Preliminary May 1, 1977 Graduation Lists--UM/Amherst (Doc. T77-099). The only lists compiled to date, he said, were the doctoral lists. Final examinations had not yet been held, accounting for the fact that the other lists were not yet available. On motion made and seconded, it was

VOTED: To approve the preliminary doctoral graduation lists for May 1977 at the University of Massachusetts at Amherst, as set forth in Doc. T77-099, subject to the completion of all requirements as certified by the Recorder of that campus.

Report of Committee on Buildings and Grounds

Trustee Dennis called next for the report of the Committee on Buildings and Grounds. Trustee Spiller said that the Committee had met earlier in the day primarily to discuss the Tillson Power Plant and options relative to that facility. He said there would be no request for action at this time, but the Committee would be providing a progress report and recommendations regarding both the new and old plants, he said. The Committee also reviewed the progress being made with regard to the library roof and the seawater system at UM/Boston as well as hearing a report of the activities of the Peninsula Planning Committee.

Report of Ad Hoc Committee on Reorganization

Trustee Dennis then asked for a report of the Ad Hoc Committee on Reorganization. Trustee Breyer said that the Committee had met with the students and faculty of the three campuses in

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an attempt to provide a statement of the position or positions of the various University bodies, with the ultimate goal of developing a consensus of the University's reactions to the reorganization bill, which will be forthcoming. Trustee Marks said that he had heard a rumor that there was a very good chance that the legislation would be withdrawn. President Wood said that a bill to establish a legislative commission to study the various proposals on the reorganization of higher education had been reported out of the Joint Committee on Education.

Report of Delegate to BHE

At the request of the Chairman, Trustee Troy reported in his role as Delegate to the Board of Higher Education that the BHE had moved its headquarters to the Park Square Building.

Professor Sulzner expressed appreciation to Chairman Healey for having circulated to the Board a communication from the UM/Amherst Faculty Senate. He said he hoped the content of the communication could be discussed at the next meeting of the Board.

There being no further business, the meeting was adjourned at 4:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF SPECIAL MEETING OF BOARD OF TRUSTEES

May 18, 1977; 10:00 a.m.
Fourteenth Floor Conference Room
Office of the President
One Washington Mall
Boston, Massachusetts

ATEENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Baker, Batiste, Breyer, Burack, Carlson, Crain, Dennis, Gordon, Marks, McNulty, Morgenthau, Robertson, Romer, Rowland, Troy; Secretary Parks representing Trustee Dukakis; Ms. Bluestone representing Trustee Fielding; Mr. Colby representing Trustee Winthrop; Secretary Hardy; Mr. Miller, recorder

Trustees Absent: Trustees Anrig, Clark, McNeil, Okin, Shearer, and Spiller

Office of the President: Mr. Bromery, Executive Vice President and Chancellor; Mr. Searson, General Counsel to the University; Ms. D'Esti, Associate Counsel

The meeting was called to order at 10:05 a.m. Chairman Healey said the meeting would immediately go into executive session for the purpose of discussing collective bargaining matters. At 10:08 a.m. it was moved, seconded and on roll call, unanimously

VOTED: To enter into executive session to discuss collective bargaining matters. — Executive Session

At 10:55 a.m. it was moved and seconded and

VOTED: To end the executive session

It was then moved, seconded, and

VOTED: To approve the preliminary graduation lists at the University of Massachusetts at Amherst (Doc. T77-099), subject to the completion of all requirements as certified by the Recorder of the campus. — UM/Amherst--Preliminary Graduation Lists (Doc. T77-099)

and also

VOTED: To approve the preliminary graduation lists at the University of Massachusetts at Boston (Doc. T77-115), subject to the completion of all requirements as certified by the Recorder of the campus. — UM/Boston--Preliminary Graduation Lists (Doc. T77-115)

and further

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Board
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UM/Worcester--
Preliminary
Graduation
List
(Doc. T77-116)

UNIVERSITY OF MASSACHUSETTS

VOTED: To approve the preliminary graduation list at the University of Massachusetts at Worcester (Doc. T77-116), subject to the completion of all requirements as certified by the Recorder of the campus.

There was no further business to come before the Board, and the meeting was adjourned at 10:58 a.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF BOARD OF TRUSTEES

June 1, 1977; 2:00 p.m.
Chancellor's Conference Room
Administration Building
University of Massachusetts/Boston

ATTENDANCE: Trustees and Trustee Staff: Acting Chairman Carlson; President Wood; Trustees Baker, Batiste, Breyer, Burack, Clark, Gordon, Marks, McNeil, Morgenthau, Robertson, Romer, Rowland, Shearer, Spiller, Troy; Mr. Parks representing Trustee Dukakis; Ms. Bluestone representing Trustee Fielding; Ms. Kaplan representing Trustee Okin; Mr. Colby representing Trustee Winthrop; Secretary Hardy; Treasurer Johnson; Ms. Eichel, recorder

Absent Trustees: Trustees Anrig, Crain, Dennis, Healey and McNulty

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Ms. Robinson, Vice President for Planning; Father Walsh, Academic Advisor to the President

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs; Professor Sulzner, Professor Friedman, Professor Brogan, Faculty Representatives; Ms. Sally Rees, President, Graduate Student Senate; Mr. Chiz, Alumni Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Martin, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Campbell, Vice Chancellor for Administration and Finance; Mr. Caper, Vice Chancellor for Health Affairs; Dr. Edgar Smith, Provost; Dr. Catlin, Alternate Faculty Representative

Guests: Mr. James O'Leary, President, UM/Boston Alumni Association; Mr. John O'Connell, Director, UM/Amherst Associate Alumni

The meeting was called to order in the absence of the Chairman by Acting Chairman Carlson at 2:40 p.m.

Approval of Minutes of Prior Meetings

The first item of agenda was the consideration of the minutes of two previous meetings, the regular meeting held on May 4 and the special meeting held on May 18. On motion made and seconded, it was then

VOTED: To approve the minutes of the meetings of May 4 and May 18, 1977.

Introduction of

Acting Chairman Carlson next introduced Mr. James O'Leary,

UM/Boston Alumni Representative

President of the UM/Boston Alumni Association, who is the representative to the Board from the UM/Boston alumni.

President's Remarks

Acting Chairman Carlson then asked President Wood to inform the Board members of the status of the FY 1978 budget request. President Wood said that the House Committee on Ways and Means had recommended a total University budget of $121.13 million, representing an increase of 12 percent over last year's budget. This is a larger increase than recommended for any of the other segments by a factor of 2.5, he said, and would be more than a survival budget.

Another piece of good news, he continued, was that due to the work of the congressional delegation, and especially Congressman Harrington, the University and its sister universities and colleges had received an appropriation of $10.3 million for Project Isabella, a high energy physics project located at Brookhaven. This should greatly strengthen the capacity of the respective physics departments to work in that area, he said.

President Wood, upon the conclusion of his remarks, asked for comment by the Chancellors.

UM/Amherst--Chancellor's Remarks

Chancellor Bromery reported that of the 6100 graduates, between 5000 and 5500 attended the commencement exercises on Saturday, May 20. Between 17,000 and 18,000 friends and relatives also attended, and among the graduates was Bill Cosby. He said his second news item was the status of alumni contributions, which he would ask John O'Connell, Director of the Alumni Association, to report. By means of graphs, Mr. O'Connell indicated the growth in Alumni contributions from $82,214 in 69-70 to $241,582 in 75-76, stating that he expected contributions received this year would exceed $300,000. The number of donors in 69-70, he said, was 5,662, as compared with 11,246 in 75-76, and an anticipated total of 13,000 this year. He indicated that the growth rate of the Annual Fund at the University of Massachusetts exceeded that of four of the other New England public institutions. He then compared University alumni contributions with those of Boston University. Although BU surpassed the University in the amount of dollars collected, the University compared favorably in the number of donors.

UM/Boston--Chancellor's Remarks

Chancellor Golino then reported that UM/Boston would graduate 1039 students on Thursday, 825 of whom were expected to attend.

UM/Worcester--Chancellor's Remarks

Chancellor Bulger said he felt he should announce that all 39 of UM/Worcester graduates showed up at commencement on Saturday and a record number of friends and relatives jammed the Library. He said he also wanted the Trustees to know that Provost Edgar Smith had been one of six people in the country chosen from nominees put forward, one from each academic health center, to

receive a Johnson Health Policy Fellowship, which will begin in September. He will spend a year in Washington, D.C., working on legislation that will benefit medical schools, after which he will return to the campus.

Report of Executive Committee

Policy on Duration of Service of Senior University Officials (Doc. T77-125)

Acting Chairman Carlson then asked for the reports of the standing committees, reporting first for the Executive Committee in the absence of Chairman Healey. The first item considered by the Executive Committee, he said, was a Policy on Duration of Service of Senior University Officials (Doc. T77-125). This matter was advanced, he said, by Chairman Healey and stems from the fact that the President and the Chancellors serve at the pleasure of the Board and there has been in the past no specified term of office for them. Practices among universities and colleges vary. It is a particularly significant matter for the senior administrators at the University of Massachusetts to follow a well understood pattern, he said, since a considerable amount of importance has been attached to voluntary early retirement by members of the faculty and staff. This has been emphasized by discussions of the Committee on Faculty and Educational Policy. The President has recommended to the Committee that the Board of Trustees designate the age of 65 as the appropriate age at which senior administrators relinquish their positions without prejudice to their ability to serve as faculty members or in some other capacity. The Executive Committee, at the conclusion of its deliberations, he said, voted to recommend approval of this policy, with one abstention. Trustee Robertson said he wished to propose an amendment to the vote recommended by the Executive Committee, the amended vote to read as follows:

> MOVED: That the terms of Office of the President, Chancellors, Vice Presidents, Vice Chancellors, the Treasurer and the Secretary of the University of Massachusetts shall extend no later than the 30th of June after they reach the age of 65; provided, however, that any such person may be appointed by the Board of Trustees to serve the University in another capacity subsequent to the expiration of the term of office; further provided that any such officer having attained the age of 64 years shall have the opportunity to present to the Board of Trustees his or her views regarding the tenure of his or her appointment.

The amendment was seconded and discussion of the amended motion ensued. Trustee Breyer said that he felt it important that everyone recognize this vote as a policy decision and that it did not reflect on any one person. He said that this was particularly important since one of the senior administrators was nearing the proposed retirement age. He said that in his way of thinking this administrator had done an excellent job and he did not wish this

action to reflect on him. In this context, he said, he was in favor of Trustee Robertson's proposed amendment. Ms. Kaplan asked for clarification of the intent of the amendment. Trustee Robertson explained that the amendment would allow a senior administrator to meet with the Board to discuss his views with regard to his retirement. Responding to Trustee Burack's request for further clarification as to the purpose or end result of providing the opportunity for a person to present his views to the Board, acting Chairman Carlson pointed out that since these persons serve at the pleasure of the Board and have no tenure in these positions, the amendment would make it possible for the Trustees to exercise their discretion as to when they should cease to serve once they have reached the policy age. All it says, he continued, is that in the year before they attain the age of 65, they have the opportunity to present their views to the Board, but it is clear that the decision as to the duration of their service is still that of the Trustees. Trustee Rowland suggested substituting the word "duration" for the word "tenure" in the motion. There was no objection and on roll call, it was then

VOTED: That the terms of office of the President, Chancellors, Vice Presidents, Vice Chancellors, the Treasurer and the Secretary of the University of Massachusetts shall extend no later than the 30th of June after they reach the age of 65; provided, however, that any such person may be appointed by the Board of Trustees to serve the University in another capacity subsequent to the expiration of the term of office; further provided that any such officer having attained the age of 64 years shall have the opportunity to present to the Board of Trustees his or her views regarding the duration of his or her appointment.

Trustees Baker, Batiste, Breyer, Carlson, Clark, Gordon, McNeil, Morgenthau, Robertson, Rowland, Shearer, Spiller, Troy and Wood; and Mr. Colby representing Trustee Winthrop voted for the motion. Trustees Burack, Marks; Ms. Bluestone representing Trustee Fielding and Ms. Kaplan representing Trustee Okin voted against the motion. Secretary Parks representing Trustee Dukakis abstained. Ayes - 15; nays - 4; abstentions - 1.
MOTION PASSED.

Ms. Bluestone asked that the minutes record that she opposed the vote because she was concerned by what she considered to be a rather precipitous decision-making process in what she felt was a very important policy issue. She felt that the problems of people who were growing older and what they were capable of and not capable of doing was an important discussion that the Board had not had. She said, as she had expressed at some length

in the Executive Committee meeting, she could not understand why older people should be capable of consulting and teaching and being colleagues, but were not capable of administering. Trustee Burack said she would like the record to show that she strongly and strenuously objected now as she had in the past to the merging and coalescing of specific issues and policy which, in effect, are backed into by this Board of Trustees in terms that relate really to a particular ad hoc and ad hominum decision.

Acting Chairman Carlson turned to the next agenda item which included three actions with regard to an appointment at UM/Amherst and asked Chancellor Bromery to speak to the issue. Chancellor Bromery said that the appointment under consideration was proposed after a nationwide search process over a fifteen-month period. The nominee, he said, represented a consensus opinion, after interviewing the three top candidates. On motion made and seconded, it was then

VOTED: To approve the Classification of Position Title as detailed in Doc. T77-110.

UM/Amherst--Classification of Position Title (Doc. T77-110)

and further

VOTED: To concur, along with the President, in the appointment by the Chancellor of James L. McBee, Jr. as Vice Chancellor for Administration and Finance at the University of Massachusetts at Amherst, as detailed in Trustee Document T77-108.

UM/Amherst--Appointment of James L. McBee, Jr. as Vice Chancellor for Administration and Finance (Doc. T77-108)

and also

VOTED: To approve the personnel action as set forth in Trustee Document T77-109.

UM/Amherst--Personnel Action (Doc. T77-109)

The next item of agenda, said Acting Chairman Carlson, was the consideration of the ratification of S.E.I.U. Collective Bargaining Agreement--UM/Boston (Doc. T77-122). This agreement, he said, carried out the provisions previously summarized by the negotiating committee and appeared to be in order, and the Executive Committee had recommended its approval. Secretary Parks recognizing the technicality of one provision of the vote, said the record should show that the Governor had already transferred the funds to cover the agreement and the money was available. On motion made and seconded, it was then

UM/Boston--Ratification of S.E.I.U. Collective Bargaining Agreement (Doc. T77-122)

VOTED: To approve the Agreement between the Trustees of the University of Massachusetts and Local 285, Service Employees International Union, AFL-CIO, (Doc. T77-122); provided, however, that no wage increases as specified in said Agreement shall become effective until the

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Governor has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by said Agreement.

UM/Worcester--Revised Group Practice Rules and Regulations (Doc. T77-121)

Acting Chairman Carlson reported that the Executive Committee had next considered the report of the Health Affairs Committee, which had considered that morning the adoption of revised Rules and Regulations Relative to the Operation and Governance of the University of Massachusetts Medical School Group Practice (Doc. T77-121). He asked Trustee Robertson, Chairman of that committee, to comment. These rules and regulations, said Trustee Robertson, had been under consideration by the Health Affairs Committee since last November. The revised regulations, he said, reflect a major philosophical shift away from the Group Practice operations being geared to individual clinicians to a structure paralleling the Hospital's departmental structure. The revised regulations, he said, provide for proportional responsibility of all plan members for repayment of debts, should there be any shortfall in income, and establishes effective departmental budgeting and operation. He said these revised regulations had been reviewed by the Health Affairs Committee in detail on May 17 and, as a result of that meeting, a few changes had been made, which were approved by the Committee earlier this day. The Committee in its final review, however, had discovered one error in the document, and the recommended vote reflected the necessary correction. On motion made and seconded, it was then

VOTED: To approve and adopt the revised rules and regulations for the University of Massachusetts Medical School Group Practice (Doc. T77-121) as amended by striking the word "net" from line 10 of Section 14, effective June 29, 1977 and to repeal the provisions of said rules and regulations established in Trustee Document T75-144A.

The final agenda item for the Executive Committee, said Acting Chairman Carlson, was a presentation requested by the UM/Amherst Senate Rules Committee in which they stated their concern with the observance of the governance procedures established by the Board of Trustees, or lack thereof, in recent months. He asked President Wood to comment. President Wood said that the discussion in the Executive Committee had dealt with faculty concerns with both the planning processes and the evaluation processes of administrators, as well as with the governance process in general. The conclusion, he said, was that there would be a continuation of discussions between appropriate representatives of the Rules Committee and the Trustee Committee on Faculty and Educational Policy at selected times and places.

Professor Sulzner, speaking on behalf of the Senate

Rules Committee, said they were appreciative of the serious and receptive hearing they had received from the Trustees and welcomed the opportunity to carry on further discussions with the relevant policy committee of the Board.

Report of Committee on Long-Range Planning

Acting Chairman Carlson then asked Trustee Rowland to report for the Committee on Long-Range Planning. Trustee Rowland said that the Committee had met on May 18, immediately following an informal discussion by the full Board of the Planning Assumptions and Guidelines. In response to a suggestion from the Chairman of the Board at the informal meeting, she said, the Long-Range Planning Committee had established a calendar and process for the further development of the Assumptions and Guidelines, which had then been forwarded to all members of the Board. In developing the schedule and process, she said, careful consideration was given to the concerns expressed at the informal session as well as at the Committee meeting. Three major concerns, she said, had emerged: First, it was emphasized, that the Trustees had the responsibility for initiating and directing the master planning process. The Trustee by-laws provide that this responsibility is to be exercised through the Committee on Long-Range Planning. Second, it was agreed that while some of the assumptions and guidelines were matters of Trustee judgment, others concerned areas in which informed advice and comment from the campuses would be particularly useful. She said the Committee in its position paper tried to suggest some examples of the distinction between the two so that campus review and discussion could be focussed on the most critical and relevant items. A series of seminars was proposed and incorporated into the schedule, the purpose of which would be 1) to increase general understanding of the process, 2) to discuss and provide supporting information on the assumptions and guidelines, and 3) to clarify the roles and responsibilities of the various participants.

It was emphasized, said Trustee Rowland, that broad discussion and consultation were very important to the planning process, but also that the discussion and consultation must proceed in a responsible and timely manner. Some Trustees, she said, were more concerned with consultation and some, with time, and the schedule and process developed was an attempt to compromise and reconcile these two concerns.

Campus and Trustee review of the Assumptions and Guidelines, she said, would continue through the summer and a report on the comments by the campuses would be submitted by August 1 and would be used, together with further Trustee discussions and the responses to the questionnaires, in the preparation of a revised set of assumptions and guidelines for review by the Long-Range Planning Committee at its August 17 meeting and for subsequent review by the Board. Once adopted by the Board, the Assumptions and Guidelines would be used by the campuses in the development of more comprehensive and detailed planning documents. The

schedule calls for this elaboration to occur from the first of September through the middle of December. The Chancellors, she continued, will be responsible for seeing that the documents receive full review and consideration by faculty, students and staff. The campus documents will be used by the Planning Office in the preparation of the first draft of a university-wide master plan, which will be presented to the Committee on Long-Range Planning. It is expected that the draft plan will be ready for Committee review by January 30 and for campus review during February and March. If campus comments are available by April, and it is mandatory that they are, Trustee review and revision will take place in April and May, and the master plan should be ready for Board action by June, 1978. Trustee Rowland said it was hoped that this schedule could be met. She said she was concerned lest new Legislation take not only the schedule but the substance of planning for the University out of the hands of the Trustees. She said the Committee on Long-Range Planning would stay close to the planning process and she hoped and expected that in August, the Board members would participate in the process of education, discussion and revision as they had indicated was their wish.

Campus Responses to the Report of the Advisory Council on the Fine Arts

Continuing her report, Trustee Rowland said at the conclusion of discussion on master-planning, the Committee discussed briefly the Campus Responses to the Report of the Advisory Council on the Fine Arts. The most recent responses, she said, included estimates of the cost of responding to the Council's recommendations. The discussion highlighted the continuing problem of balance--between the art departments serving the majors and other undergraduates, between the visual and the performing arts, between UM/Amherst and UM/Boston, as well as general budget limitations. She said she had been frustrated by the difficulty in reaching closure on the Council's recommendations and she hoped a meeting of the Committee in the fall could be substantially devoted to this subject. Because of the lateness of the hour, she said, the discussion of the Report of the Multicampus Subcommittee on Continuing Education had been postponed to a future meeting.

Trustee Burack applauded the expansion of the planning process to include the campuses, but questioned how realistic the schedule really was, considering the fact that faculty and students were on vacation for the summer. Trustee Rowland replied that the schedule had been prepared in response to the wishes expressed by the Board and that if a master plan was to be in place in a year, everyone would just have to try hard to meet the schedule.

Report of Committee on Faculty and Educational Policy

Acting Chairman Carlson called next for the report of the Committee on Faculty and Educational Policy. Trustee Troy reported that the Committee had met on May 25, at which time it discussed its response to the special meeting held on May 10, when the Committee had heard presentations from the Committees

on Arts and Sciences from both UM/Amherst and UM/Boston.

Report of Meeting with Arts & Science Faculties, UM/Amherst and UM/Boston

These committees, he said, wished to express their concerns, particularly the committee from UM/Boston, over what appeared at that time to be a threat of serious cuts in their budgets, which they felt would radically weaken their capacity to carry on and do their work effectively. At the beginning of this discussion, he said, President Wood commented on the status of the first phase of the budgetary talks at the State House. He pointed out that the University was likely to receive reasonably strong support this year and thus the threats that seemed to loom so darkly and that had kindled faculty fears and suspicions had been largely dissipated.

In addition to budgetary concerns, he said, the faculty group from UM/Boston stressed the importance of faculty participation as an on-going process in planning for the campus as well as for the total University. They requested assurance from the Trustees that the campus would have two years of stability in which the campus could study, review and evaluate the whole range of their programs. They were not interested in growth in the College of Arts and Sciences, he said, and they fully accept the need for steady growth and expansion in the other two colleges, which have not yet reached the point of efficient and balanced operations. There is need for a period of stability after the recent merger of the two liberal arts colleges. The campus Committee on Long-Range Planning, he said, was chaired by Professor Brown of the History Department and included faculty, students and administrators. It expects to report on its early findings and to make recommendations in December of this year.

The UM/Amherst faculty group, said Trustee Troy, had somewhat related concerns, but the emphasis was different. The major spokesman for this group, he said, was Dean Shapiro of the College of Natural Sciences and Mathematics. Their concerns, he said, were the result of discontent stemming from the first-stage document describing the five-year campus plan. The faculty has questioned the reliability of the data used, he said, and the criteria for evaluating university education, which could not, they said, be brought under a narrowly quantitative concept. The central concern of the Amherst committee, he said, was that the faculty have a genuine on-going place in the planning process. A faculty committee for planning has been formed in the hope that this will become the means for fuller communication between faculty and administration, and thereby the instrument for continuing faculty engagement in the planning process.

Trustee Troy said that, as with the Boston faculty, the Amherst faculty were not opposed to growth and development in the professional schools even though a status quo was maintained in the College of Arts and Sciences. The Committee, he said, was impressed by the seriousness, intelligence and distinction of the

faculty who came before it and felt that their moderate and sensible requests should be given encouragement.

UM/Amherst, UM/Boston, and UM/Worcester--Promotions to Tenure (Doc. T77-111)

Trustee Troy reported that the Committee had next considered Promotions to Tenure--UM/Amherst, UM/Boston and UM/Worcester (Doc. T77-111). He said that of 43 faculty members at UM/Amherst considered initially for tenure, 28 were granted tenure and that about 65 percent of the faculty are now tenured. The number of cases considered this year, he said, was much lower than a year ago when 73 persons were recommended and tenure was granted to 60.

At UM/Boston, said Trustee Troy, 16 cases were reviewed, 13 were recommended by the Chancellor, 11 were recommended to the Committee on Faculty and Educational Policy and 2 were still undecided. Three people from UM/Worcester were recommended for tenure and three were awarded tenure. Of the total of 42 promotions to tenure, he said, 4 were women and 7 were members of minority groups. On motion made and seconded, it was

VOTED: To concur in the President's award of tenure to those faculty members named in Doc. T77-111 and the addenda thereto, at the University of Massachusetts at Amherst, Boston and Worcester.

Chancellor Bromery commented that one of the tenure awards at UM/Amherst had been given posthumously. It had been the sentiment on campus that the recipient had earned tenure and therefore the award had been made.

UM/Worcester--Merger of Departments of Community and Family Medicine and Family Practice (Doc. T77-107)

Trustee Troy said the Committee had next considered a request from the Medical School for the Merger of the Departments of Community and Family Medicine and Family Practice--UM/Worcester (Doc. T77-107). When merged they will form the Department of Family and Community Medicine. Four years ago, said Trustee Troy, the two departments were separated and the results were unsatisfactory for everyone concerned. The Chairman of this department will be Dr. Robin Catlin, whose memorandum explains the issues and problems involved. The Committee, he said, had felt that the merger was not only sensible, but indispensible, and it had the concurrence of the Health Affairs Committee. On motion made and seconded, it was

VOTED: To approve the merger of the Departments of Community and Family Medicine and of Family Practice into the Department of Family and Community Medicine at the University of Massachusetts at Worcester as set forth in Doc. T77-107.

UM/Worcester--Establishment

Trustee Troy said the Committee had then discussed a proposal from the Medical School for the Establishment of Depart-

ment of Neurology--UM/Worcester (Doc. T77-112). Neurology, he said, was a department vital to all good Medical Schools and particularly to UM/Worcester because of its relationships with the other Health Service programs in the state. On motion made and seconded, it was

of Department of Neurology (Doc. T77-112)

VOTED: To establish a Department of Neurology at the University of Massachusetts at Worcester as set forth in Doc. T77-112.

The Committee next considered two appointments, one at UM/Boston and one at UM/Amherst. The Board was being asked, he said, to give its Concurrence in the Appointment of Dr. Michael P. Riccards as Dean of the College of Arts and Sciences--UM/Boston (Doc. T77-114). Chancellor Golino commented that Dr. Riccards had been the unanimous first choice of the search committee, after a long and thorough search, and both he and the Vice Chancellor for Academic Affairs had concurred with their selection of Dr. Riccards. On motion made and seconded, it was

UM/Boston--Concurrence in Appointment of Dr. Michael P. Riccards as Dean of the College of Arts and Sciences (Doc. T77-114)

VOTED: To concur with the President in the appointment by the Chancellor of Michael P. Riccards as Dean of the College of Arts and Sciences at the University of Massachusetts at Boston as set forth in Doc. T77-114.

The Board, said Trustee Troy, was also being asked for its Concurrence in the Appointment of Dr. Charles Bestor as Professor of Music and Dance with Tenure--UM/Amherst (Doc. T77-113). Dr. Bestor, he said, was a distinguished composer as well as a professor and administrator with wide and long-standing experience. On motion made and seconded, it was

UM/Amherst--Concurrence in Appointment of Dr. Charles Bestor as Professor of Music and Dance with Tenure (Doc. T77-113)

VOTED: To concur in the appointment of Charles Bestor by the President as Professor of Music and Dance with tenure at the University of Massachusetts at Amherst as set forth in Doc. T77-113.

Trustee Burack voted in opposition to the motion because of her conviction that no initial appointments should be accompanied by tenure.

Acting Chairman Carlson asked next for the report of the Committee on Buildings and Grounds. Trustee Spiller said he would like to deviate from the agenda of the meeting to announce that he had been presented with a deed which required the signatures of the Trustees. He said the deed covered the transfer of land from the University to the General Services Administration for the John F. Kennedy Library. It was appropriate, he said, that President Wood be the first to sign, since it was chiefly through his efforts that the Library had come to the Boston Campus.

Report of Committee on Buildings and Grounds

UM/Boston--Signing of Deed for JFK Presidential Library

UM/Amherst--Anti-pollution Renovation of Coal-fired Boiler Plant (Doc. T77-120)

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Trustee Spiller then reported that the Buildings and Grounds Committee had met on May 24. In his absence, he said, Trustee Dennis had chaired the meeting, and now in Trustee Dennis' absence he, Trustee Spiller, would give the report. He said the Committee had first considered a proposal for an Anti-pollution Renovation of the Coal-fired Boiler Plant--UM/Amherst (Doc. T77-120). The latest tests, he said, have shown that the tie lines for the Tillson Power Plant are more defective than earlier tests had shown. The Bureau of Building Construction, he said, had stopped all work on the tie lines and now supports renovation of the coal-fired plant. The Executive Office of Administration and Finance also supports renovation of the coal-fired plant. The BBC, he said, will undertake the responsibility of assigning liability for the defective tie lines and will report their findings in writing to the University in due course. If the Board agrees, work on the coal-fired plant could begin immediately and the Designer Selection Board could select a designer at its June meeting. Providing that these events occur on schedule, completion of renovations on the coal-fired plant could be accomplished by the fall of 1979. It was then moved, seconded and

VOTED: To approve development of a program and design for renovations of the coal-fired boiler plant at UM/Amherst to meet fly ash emission standards.

Design and Construction Responsibilities: the University and BBC

The next topic of discussion, said Trustee Spiller, had been Design and Construction Responsibilities: the University and the BBC. Since 1956, he said, the BBC had administered $100 million of construction projects at the Amherst campus. They are required to select the lowest responsible and eligible bidder. The University has input on the design and selection process only. It does not have control over the construction process. However, he said, the public assumes that the University is responsible if something goes wrong. He said there were several ways of resolving this problem: one way would be to set up a separate building authority for public higher education; another would be to battle BBC, neither of which would be in the best interests of the University; a third way would be to identify the present limitations of the present structure and try to improve upon them. The last was the route the Committee chose to go. The President's Office agreed to develop a statement and to submit some recommendations to the Committee for their consideration.

UM/Amherst--Handicapped Access for Brett House Dormitory (Doc. T77-119)

Trustee Spiller said the next matter discussed by the Committee was Handicapped Access for Brett House Dormitory--UM/Amherst (Doc. T77-119). He said the Committee was agreeable to the proposed renovations to bring this building into compliance with the regulations of the Architectural Barriers Board; however, concern was expressed about the long-term financial implications of compliance with these regulations and possible new regulations of HEW. It was understood, he said, that these implications would be spelled out in detail before further renovations were proposed.

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A motion was made and seconded.

President Wood said that he and Trustee Troy, a member of the Building Authority, had met with other members of the Building Authority. The Building Authority expressed their concern, also, on the long-range implications of this program. The Authority, he said, was reluctant to authorize expenditures until such time as state and federal resources to aid in renovations were determined. He said the University had promised to report back to the Building Authority at the earliest possible date on funding sources. The vote, he said, was important as an indication of the University's awareness of the problem and that it was attempting to address it. Chancellor Bromery said the Five College Consortium had discussed whether a combined plan might be beneficial to all. The motion on the floor was then

VOTED: To authorize and request the concurrence of the Building Authority in the renovation of Brett House dormitory to provide full access for handicapped residents, in accordance with plans and specifications developed and approved by the University of Massachusetts/Amherst; and, to request that the Building Authority make available funds from construction balances or other Building Authority accounts to cover the cost of renovations to Brett House dormitory to provide full access for handicapped residents, as set forth in Doc. T77-119.

JFK Library Administrative Agreements (Doc. T77-118)

The next agenda item, said Trustee Spiller, was the matter of JFK Library Administrative Agreements (Doc. T77-118). These easements and agreements covered such items as utilities, roads and parking necessary for the construction of the Library. On motion made and seconded, it was

VOTED: To authorize the President to enter into memoranda of agreement with the John F. Kennedy Library Corporation and the General Services Administration concerning the construction and operation of the John F. Kennedy Presidential Library, and further to authorize the President to grant certain road, parking, drain and utility easements required for the construction and operation of the Library, as outlined on the attached map, said agreements and easements to be subject to approval by the General Counsel of the University, as set forth in Doc. T77-118.

Update on Various Projects

The last item of agenda for the Committee on Buildings and Grounds, said Trustee Spiller, was an Update on various items of concern to the Committee. He said the Committee heard a report on the progress of the development of the Peninsula and learned

that modernization of the Housing Project at Columbia Point was scheduled to begin in June. Columbia Point and parts of Dorchester are now high on the priority list for funding from the City. With regard to the physical education building, Counsel, he said, had advised that this issue is nearing resolution. Counsel Bench said that although the trial date had not been set, the court had indicated that it should be set within a week or so. At the request of the Trustees, Trustee Spiller said, UM/Amherst undertook a study of student housing, to be completed in three phases. The study of the management of the dormitories has been completed, an assessment of the physical condition of the dormitories is underway by an outside consultant with anticipated completion in October. The cost of renovation is yet to be determined. The final item, he said, dealt with the bus system at UM/Amherst. As authorized by the Board, the campus has completed a capital grant and land use agreement for the operation of a campus bus system.

Acting Chairman Carlson announced that the deed circulated earlier had been signed by the Trustees and must now be notarized by the Assistant Secretary. The Secretary ascertained that all Trustees had signed the agreement of their own free will and the Assistant Secretary attested to this fact. President Wood commented on the critical role played by Ms. Robinson, Vice President for Planning, and the staff of the Planning Office in the successful conclusion of this matter.

Report of Committee on Student Affairs

Intercollegiate Athletic Tuition Waivers (Doc. T77-101)

Acting Chairman Carlson asked next for the report of the Committee on Student Affairs. Trustee Shearer reported that at its meeting of May 24, after a few opening remarks by President Wood, the Committee had "tackled" the problem of Intercollegiate Athletic Tuition Waivers (Doc. T77-101). She said a lengthy discussion, as had been anticipated, followed presentations by George Richarson of the Associate Alumni and John Eller, Associate Vice President for University Policy. She then summarized the main points of the discussion. The Board of Trustees had previously voted its support in the development of an intercollegiate athletic program representative of the best efforts of the University. This previous action of the Board was one of the contributing factors leading to the submission of the proposal by the Associate Alumni. If the athletic tuition waivers are approved, alumni funds would be released for support of other student activities, since the financial needs of these students would be met in part by the tuition waivers. Although this may be viewed as a trade-off, the University would benefit by additional support from the alumni. Any expected revenues from gate receipts and TV coverage, particularly of football games, is dependent upon having a competitive team. Athletic tuition waivers will enable the University to attract academically eligible students with strong athletic ability.

Trustee Shearer said that Trustee Crain, who had not been present at the May 24 meeting, had written a letter stating

his concerns. The Committee felt that these concerns had been addressed during the discussion period. At its August meeting, she said, the Committee would review the entire tuition waiver policy, including the matter of tuition waivers for residence hall counselors. They would also, she said, review a possible new category which would recognize students who have given significant service or contribution to the University. The Committee on Student Affairs had voted to recommend that the Committee on Budget and Finance recommend to the Board of Trustees approval of these waivers.

Trustee Shearer said that the Committee had then discussed Admissions, Student Aid, and what has come to be a continuing discussion on Student Support Services at UM/Boston. Except for the last item, she said, reports were submitted from the campuses, and she urged the members of the Board to take the time to read this material. One of the concerns raised, she said, in the discussion of admissions was the fact that the number of applications had decreased. However, it had been noted that the number of applicants who had indicated their intention to actually enroll had increased. Therefore, the drop in applications does not mean a corresponding drop in enrollment. An analysis will be made of the application and admissions policy on each campus, she said.

Trustee Shearer said that at the meeting of the Committee on Budget and Finance earlier that day, the Committee had voted to accept the recommendation of the Committee on Student Affairs with regard to athletic tuition waivers and she then read the motion. She asked Acting Chairman Carlson to report on the discussion of the Budget and Finance Committee. He commented that there had been extensive discussion of the pros and cons of granting the waivers. Some Trustees had felt that it was a bad precedent to set in the absence of a general review of the entire tuition waiver policy. However, at the end of the discussion the Committee had voted to recommend approval of the waivers.

Trustee Marks said that he had the feeling that at the meeting of the Committee on Budget and Finance they had played a scrimmage. He said he would like to explain his reasons for opposing the motion. First, he said he felt it was not appropriate to consider athletic tuition waivers outside of the context of the total tuition waiver policy. Second, he felt that it was not wise to consider this matter at a time when students were not on campus and the Trustees could not have adequate student input. Third, he was concerned about the lack of guidelines, the establishment of which he felt was a Trustee responsibility. Fourth, he said he thought the Trustees would be subject to adverse publicity if they approved these waivers in the current financial climate of the Commonwealth. Fifth, he said, if stadium bonding was a problem, he was willing to consider that problem on an issue basis but felt it was not a valid reason for granting the waivers. Last, he said that although the Alumni Office was doing

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an excellent job, he did not think the figures indicated that better teams necessarily meant greater alumni support. He felt the figures showed just the opposite. As the support to athletes went down, the amount of alumni revenue had been increasing. Alumni giving was largely a matter of an active Alumni Office rather than winning teams and he did not feel that the Alumni Board could speak for the some 65,000 alumni. He said he felt granting these waivers was unwise, to some degree discriminatory and an abdication of some aspects of Trustee policy. Although athletic tuition waivers, he said, were a legitimate part of the total tuition waiver policy, he felt it would be more proper to defer these waivers to the time of the review of the entire tuition waiver policy.

Ms. Bluestone said that Secretary Parks had asked her to express for the record, since he had had to depart from the meeting, his concern about these waivers: "It is his feeling that decisions regarding tuition waivers for athletes should be made according to the same criteria which pertain to other students, be they poets, chemists or anthropologists," she said.

Trustee Gordon said that the matter of athletic tuition waivers had been under study for six years before Trustee Marks had joined the Board. It had been reviewed recently at three committee meetings, and while no one suggested that it was a perfect solution, he felt it was unfair to expect the University to compete with teams at universities similar to the University of Massachusetts where support was considerably greater. He said he felt the University should either support intercollegiate athletics, or else it should drop them. The University, he said, had a tradition of intercollegiate athletics and all this proposed action would do would be to help to maintain the program, and it was a matter of survival for some of the sports in the program. He said having seen the numbers of students who attend football and basketball games, he rather doubted that students were uninterested in their athletic teams. In 1975 the football team won eight of its ten games and alumni support increased considerably. The fact that the team was doing well created an interest which resulted in a televised broadcast of their game with Harvard, which in turn produced income for other activities, not just to the football team. He said there was no better way to advertise the University than to see its teams on television.

Trustee Batiste said that although she was an avid supporter of sports on campus, she felt there had not been adequate discussion with regard to the waivers. She noted that various problems needed to be addressed including reinstating tuition waivers for residence hall counselors and the requirements of Title IX, which meant that women's sports needed attention as well as football. She favored postponing the vote until August when the entire policy could be reviewed. Trustee Morgenthau agreed with this view and asked how soon the results of the review of

the waivers would be ready.

Chancellor Bromery said he did not think the review would be complete by August, especially since the campus would be working over the summer on the long-range planning exercise. He said he had to make his operating budget allocations once the final budget is approved, and if the waivers were not approved, he would have to adjust his budget accordingly to meet the needs of the athletic program, including the requirements of Title IX. He said he could not alter the budget in August. President Wood added that under the tuition waiver policy approved by the Board in 1975, the total waivers are equivalent to $1.25 million, of which some $400,000 are for veterans $750,000 for graduate students. Residence hall counselors had received waivers for two years, and then it had been determined that the better way to provide assistance to this group was direct compensation. The athletic waivers, he said, would, it was hoped, be a lead action on a new type of tuition waiver, for exceptional service or contribution to the University. The athletic waivers being proposed would be equivalent to between $48,000 and $60,000.

Trustee Burack said she thought that priorities were askew when Trustees were considering the granting of athletic tuition waivers while the Library was seriously lacking in books. She said she was appalled that the President was in support of these waivers.

Acting Chairman Carlson, noting that eloquent arguments had been heard on both sides of the issue, asked for action. On motion made and seconded, on roll call it was

VOTED: To authorize the Chancellor of UM/Amherst to grant 120 undergraduate athletic tuition waivers to Massachusetts residents as outlined in Doc. T77-101.

For the motion: Trustees Breyer, Carlson, Clark, Gordon, Robertson, Shearer, Spiller, Troy and Wood. Against the motion: Trustees Baker, Batiste, Burack, Marks, Morgenthau; Ms. Bluestone representing Trustee Fielding; Ms. Kaplan representing Trustee Okin; Mr. Colby representing Trustee Winthrop. Ayes - nine; nays - eight. MOTION CARRIED.

Mr. Colby stated his reasons for voting against the motion. He said although he had not sat in on all the discussions on these waivers and although he did not fully understand how the tuition waiver policy worked, he was opposed to an athletic department acting in lieu of an admissions or financial aid capacity. He said he was well aware that a University needed all kinds of people to fill its athletic teams, its glee clubs, its orchestra, band and its dramatics, but he felt financial aid should not be granted without some evidence of financial need.

Board
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Report of Committee on Budget and Finance

Progress Report of Subcommittee on South African Investments

Acting Chairman Carlson next reported for the Committee on Budget and Finance. The Committee, he said, had met on May 18 and again on the morning of the Board meeting. On May 18, he said, the Committee had first heard from Trustee Marks a Progress Report of the Subcommittee on South African Investments. He reported that the Subcommittee had been collecting and reviewing materials relevant to the investments in the Endowment Portfolio in companies operating in South Africa. The Subcommittee will, as soon as possible, submit its recommendations in response to the mandate of the Trustees at their April meeting.

The Committee, Acting Chairman Carlson said, next considered in executive session the appointments of two vice chancellors for administration and finance. The first appointment, he said, had been forwarded to the Executive Committee and action had been taken on the appointment earlier in the meeting.

UM/Boston--Appointment of C. Thomas Baxter, Jr. as Vice Chancellor for Administration and Finance (Doc. T77-096)

The second appointment, he said, did not require Executive Committee action, and he asked for Concurrence in the Appointment of the Vice Chancellor for Administration and Finance--UM/Boston (Doc. T77-096). On motion made and seconded, it was

VOTED: To concur, along with the President, in the appointment by the Chancellor of C. Thomas Baxter, Jr. as Vice Chancellor for Administration and Finance at the University of Massachusetts at Boston, as detailed in Trustee Document T77-096.

Fund Transfers--UM/Amherst (Doc. T77-104A) UM/Boston (Doc. T77-105) UM/Worcester (Doc. T77-106)

The remainder of the May 18 meeting, he said, was devoted to items largely of a housekeeping nature. First, the Committee considered Fund Transfers--UM/Amherst, UM/Boston and UM/Worcester (Docs. T77-104A, T77-105 and T77-106 respectively). A revision to the UM/Amherst transfers, he said, had been considered at the meeting earlier in the day, and the Committee recommended approval of the transfers. On motion made and seconded, it was

VOTED: To approve the fund transfers for the Amherst, Boston and Worcester campuses as set forth respectively in Trustee Documents T77-104A, T77-105 and T77-106.

The Committee then considered the Establishment of New Trust Funds, Institute for Man and Environment Research Services Trust Fund (Doc. T77-102) and Instructional Trust Fund (Doc. T77-103), both UM/Amherst. These had been deferred from an earlier meeting for further legal review. The review had now been completed and they were now being recommended to the Board. On motion made and seconded, it was

UM/Amherst--IME Research

VOTED: To establish the Institute for Man and Environment Research Services Trust Fund/Amherst, which shall

have as a purpose the support of buildings and vehicles used by the National Park Research Unit, as more fully described in Doc. T77-102.

Services Trust Fund (Doc. T77-102)

Further, to adopt for FY 1978 the IME Research Services Fees and Revenue Schedule set forth in Doc. T77-102.

Further, to authorize the transfer of any balances remaining in the IME Research Trust Fund Return of Overhead into the Institute for Man and Environment Research Services Trust Fund/Amherst.

and also

VOTED: To establish the University of Massachusetts/ Amherst Instructional Trust Fund, which shall have as a purpose the providing of laboratory materials and supplies, and other services and materials incidental or ancillary to classes and courses offered by the Amherst Campus.

UM/Amherst-- Instructional Trust Fund (Doc. T77-103)

Further, that this self-supporting trust fund support the purchase of said materials and supplies, the costs of field trips, the purchase of computer time and film rentals, and the funding of administrative services related thereto, as more fully described in Doc. T77-103, as well as other services and materials thereto; provided, however, that no other personnel costs nor capital equipment shall be supported by said trust fund.

Further, that the Chancellor of the Amherst campus be delegated the authority to establish and modify from time to time at his discretion the fees and charges for said services and materials, and be authorized to delegate said authority in whole or in part to the Provost of the Amherst campus.

Further, to abolish the several departmental laboratory fee trust fund accounts maintained in the Campus Center of the Amherst campus and authorize the transfer of any balances remaining in said trust fund accounts into the University of Massachusetts/Amherst Instructional Trust Fund.

Continuing Resolution

The next item, he said, was a Continuing Resolution, which is necessary as a contingency to enable the President to operate the University until the budget for FY 1978 has been acted on by the Legislature. On motion made and seconded, it was

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VOTED: That the President be authorized to approve and adopt the policies and procedures governing the expenditure of state and non-state funds by the three campuses, the Office of the President and the Institute for Governmental Services from July 1, 1977 until such time as the Board of Trustees adopts the Operating Budget for Fiscal Year 1978.

The approval of expenditure of said funds shall be consistent with the applicable state statutes governing the FY78 appropriation and in accordance with trustee policy.

UM/Worcester--Report on Group Practice Plan Budget

The May 18 meeting, he said, concluded with a Report on the Group Practice Plan Budget--UM/Worcester. The discussion included a possible means for covering any shortfall in revenues for FY 1977.

Trust Fund Loan (Doc. T77-117)

At the meeting of the Committee held earlier in the day, he said, it had heard a report for a Trust Fund Loan (Doc. T77-117) to be established on the Amherst Campus. This was necessitated, he said, because the Department of Administration and Finance had impounded certain funds, which action was being contested by University Counsel at the present time. The controversy centers around whether the dining commons at UM/Amherst is subject to the meal tax. The emergency loan is necessary to cover expenses until such time as the impounded funds are released, at which time it will be repaid. It was moved and seconded and

VOTED: To authorize the Chancellor of the Amherst campus to transfer $193,000 from the Boarding Hall Trust Fund UM/Amherst to meet immediate payments due in the various advance accounts where funds have been impounded by the State Department of Corporations and Taxation. This transfer shall be considered an emergency loan and shall be repaid as soon as the impounded funds are released.

Trustee Burack asked if this loan would in any way penalize the students. Treasurer Johnson assured her that it would not.

UM/Worcester--Contingency Plans for the University Hospital (Doc. T77-123)

The final item, said Acting Chairman Carlson, was the matter of Contingency Plans for the University Hospital--UM/Worcester (Doc. T77-123). He said this is an emergency means of keeping the Hospital open until such time as action occurs on the deficiency request. On motion made and seconded, it was

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VOTED: To authorize the President to transfer on a temporary basis, funds from various University trust fund accounts to the Hospital Services Trust Fund as follows:

Parking & Transportation Trust Fund UMB	75,000
Health Services Trust Fund UMB	50,000
Food Services Trust Fund UMB	30,000
Boarding Hall Trust Fund UMB	225,000

Repayment of any transfers so made shall be completed with interest at 5 percent by no later than June 30, 1978. All interest paid shall be credited to the Trust Fund Interest account.

Further, to authorize the President to take whatever other administrative steps are necessary to assure an orderly close of the fiscal year for the University Hospital.

Report of Committee on Health Affairs

Acting Chairman Carlson asked Trustee Robertson to report for the Committee on Health Affairs. Trustee Robertson said the first action recommended by the Committee on Health Affairs was of a technical rather than a substantive nature. He said that last month the Board had approved a fringe benefit package and that vote referred to Document T75-144A, the Group Practice Rules and Regulations, which were rescinded earlier in this meeting when revised Rules and Regulations were adopted. It is now necessary to tie the fringe benefit package to the revised Rules and Regulations. On motion made and seconded, it was

VOTED: To authorize the Chancellor/Dean of the University of Massachusetts at Worcester to continue implementation of the fringe benefit program as approved by the Board on May 4, 1977, pursuant to the requirements of Section 12 and 14 of the revised Rules and Regulations of the University of Massachusetts Medical School Group Practice (Trustee Document T77-121).

The second action recommended by the Health Affairs Committee, he said, related to a review of the Medical Center By-laws--UM/Worcester. Two weeks ago the most recent set of recommendations were received from the Joint Commission on Hospital Accreditation. Since this is a 70-page document, it has not yet been completely reviewed by the campus, and, therefore, the campus has requested that the review of the By-laws mandated by the Trustees be postponed until a later date. On motion made and seconded, it was

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VOTED: To change the date for submission of revisions to the Medical Center By-Laws to October, 1977.

Acting Chairman Carlson then turned to the last item of agenda, the Report of the Delegate to the Board of Higher Education. Trustee Troy said that he had not attended the last meeting of BHE and, therefore, had no report to make.

There being no further business, the meeting adjourned at 4:45 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF SPECIAL MEETING OF BOARD OF TRUSTEES

June 23, 1977; 11:00 a.m.
Fourteenth Floor Conference Room
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Trustees and Trustee Staff: Chairman Healey; President Wood; Trustees Baker, Batiste, Breyer, Crain, Marks, McNeil, Morgenthau, Shearer, Troy; Mr. Callahan representing Trustee Anrig; Mr. Parks representing Trustee Dukakis; Secretary Hardy; Mr. Miller, recorder.

Absent Trustees: Trustees Burack, Carlson, Clark, Dennis, Fielding, Gordon, McNulty, Okin, Robertson, Romer, Rowland, Spiller, Winthrop.

Office of the President: Ms. Hanson, Budget Director and Associate Vice President; Mr. White, Director of University Relations.

UM/Boston: Mr. Baker, Personnel Office.

Guest: Ms. Pinck, Executive Office of Educational Affairs.

Ratification of Collective Bargaining Agreement (Doc. T77-127)

The meeting was called to order at 11:09 a.m. The first item of business was the Agreement Between the University of Massachusetts at Boston and the University of Massachusetts Patrolmen's Association, (Doc. T77-127). The meeting was told that this was the last of the series of collective bargaining agreements with classified personnel. Ratification of the agreement was needed prior to the end of the fiscal year, which in the case of matters dealing with wages and salaries was June 27, 1977, if the patrolmen at Boston were to receive adjustments already paid to all other University employees. The agreement followed the pattern of previously approved agreements. In the brief discussion which followed it was agreed that articles in future agreements dealing with anti-discrimination and affirmative action would be so phrased as to refer to individuals as well as groups of people.

There was no further discussion and it was moved and seconded and

VOTED: To approve the Agreement Between the Trustees of the University of Massachusetts and the University of Massachusetts Patrolmen's Association at Boston, (Doc. T77-127); provided, however, that no wage increase as specified in said Agreement shall become effective until the Governor has transferred sufficient funds to the University's maintenance accounts to meet the cost of the salary increases provided by the said Agreement.

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Ad Hoc Committee to recommend process for selection of President

Chairman Healey then said there was one other item of business. He reminded the Trustees that he had told them of his intention to nominate an ad hoc committee to recommend to the Board the process of selecting a president. If it was agreeable to the Board, the committee would consist of Trustee Morgenthau, Chairman, and Trustees Baker, Marks, Shearer, and Troy. There was general agreement that this was a well chosen committee.

Next regular session of Board of Trustees July 28

After an informal caucus of the new committee the meeting was told that the committee would report to the Board towards the end of July. The Trustees then agreed to schedule the next regular meeting of the Board of Trustees on Thursday, July 28, 1977 at 2:00 p.m. instead of August. The agenda of the meeting would include the report of the ad hoc committee and the question of reconsidering the June 1, 1977 vote on athletic tuition waivers.

There was no further business to come before the Board, and the meeting was adjourned at 11:22 a.m.

Gladys Keith Hardy
Secretary of the Board of Trustees

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BOARD OF TRUSTEES
ONE WASHINGTON MALL
BOSTON, MASSACHUSETTS 02108
(617) 723-7820

WAIVER

I hereby waive notice of the special meeting of the Board of Trustees held on June 23, 1977, at the Office of the President, One Washington Mall, Boston, Massachusetts, pursuant to Section 2, Article II of the By-laws of the Board of Trustees.

_____

UNIVERSITY OF MASSACHUSETTS
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WAIVER

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Judith A. Baker

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Marion L Batiste

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Edward L. Clark

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James F. Crain

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Jonathan E. Fielding MD
per Joanne S. Sherstone

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Robert D Gordon

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Joseph P. Healey

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Francis H. McAuliffe

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Ruth S. Morgenthau

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Ogretta V. McNeil

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Joanna Kaplan
per Robert Ohin

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Gavin D Robertson

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Diana Rooney

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L J Spillane

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Frederick S. Troy

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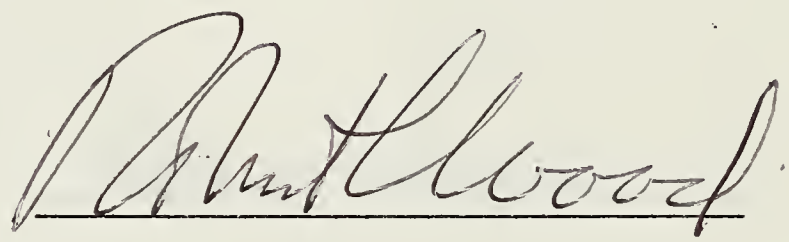

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Edwin Shearer

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David Dimmi